

COURTNEY POPE (HOLDINGS) PLC

PRELIMINARY STATEMENT FOR THE FINANCIAL YEAR ENDED 31 MAY 1986

The unaudited audited results for the financial year ended 31 May 1986 are as follows:

	1986	1985
Turnover	40,433	39,962
Profit before tax	2,488	2,102
Taxation	936	515
Profit after tax	1,552	1,587
Earnings per 20p share (after tax)	30.00p	31.16p
Dividend (per share): proposed final	6.50p	5.50p
Making total for year	10.00p	8.50p
Total cost	520	432
Net related credit	222	185
	742	617

The Group result for the year to May 1986 has been conditioned by a change in our activities with a concentration on product sales as opposed to general contracting. This situation, together with the strength of the Dollar compared to last year, has resulted in a marginally increased turnover on which, however, an increase in profit of 18.4% has been achieved. This improvement in profit has largely been generated in the Specialist Contracting and Electrical Divisions. Your Directors are, therefore, pleased to recommend an increase in dividend of 17.6% by a payment of a final dividend of 6.5p per ordinary share which increases the total dividend from 8.5p to 10.0p. The remainder of the Group properties have been revalued during the year resulting in a further increase in reserves of £284,000. As the Group's reserves now total £1,405,000, the Directors propose that reserves totalling £414,000 be capitalised by increasing the per value of each share of 20p to £1 and then subdividing each such share into two ordinary shares of 10p each. The effect of this will be that each present share of 20p each will become two ordinary shares of 10p each. The resolutions to effect this and to increase the authorised capital will be put to shareholders at the Annual General Meeting. The sales activity in the first three months of the current year is in excess of last year. Margins are being maintained and at this time there are good indications that there will be a further increase in profitability. D. H. PEACOCK, MSAID Chairman and Managing Director

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OVERSEAS NEWS

Weinberger makes tough demands on arms control

BY NANCY DUNNE IN WASHINGTON

MR. CASPAR WEINBERGER, the US Defence Secretary, yesterday laid down tough demands for verification procedures in any new arms-control agreements reached with the Soviet Union because of what he called the Russians' "record of cheating."

Mr. Weinberger, who usually represents the Pentagon's hard-line views and not necessarily those of the Administration, also expressed doubt that the superpowers were any closer to agreement on medium-range missiles in Europe than any other weapons agreement, all of which he said have difficulties to be resolved.

In contrast, Mr. Hans-Dietrich Genscher, the West German Foreign Minister, said yesterday the superpowers were closer to an agreement on limiting medium-range nuclear missiles than they have ever been.

Mr. Genscher made the comment on his return from New York, where he had talks with Mr. George Shultz, US Secretary of State and Mr. Eduard Shevardnadze, the Soviet Foreign Minister.

Medium-range missiles are under discussion in Geneva along with long-range arms and space and defensive systems. The US Administration has moved closer to the Soviet view on intermediate missiles, proposing a global limit of 200 on the total number of warheads. Of these, 100 warheads could be on American and Soviet medium-range missiles within range of Europe.

In any agreement, the US would have to insist on verification procedures on Soviet soil so "we can look into factories," Mr. Weinberger said.

He spurned any acceptance of verification procedures like

those recently approved in the Stockholm conference on confidence and security-building measures and disarmament. The Soviets agreed to serial observation of troop movements but only by outside observers flying on Russian aircraft.

Like other senior Administration officials, Mr. Weinberger expressed the view that no summit could take place unless the Soviet Union "releases that innocent American held on these outrageous charges." Mr. Nicholas Deniloff, the journalist charged by the Russian with spying.

In an unprecedented break with secrecy, the Soviet Union at the weekend opened parts of its main nuclear test site in the Gagegan Hills in Central Asia for its first known inspection by foreigners, Reuters reports. The aim was to show that the site has fallen into disuse

Christian militia penetrates Green Line

By Nora Soutany in Beirut

AN ASSAULT by pro-Syrian rebel Christian militiamen into East Beirut from the Muslim sector this weekend shattered the notion that the Green Line dividing the Lebanese capital was impenetrable.

The fighting, the worst in Christian areas since January, left more than 30 dead and scores wounded. The thrust across a swathe of no-man's land separating Muslim and Christian areas was unprecedented since 1976.

The attack by supporters of the ousted former Christian militia commander, Elie Hobeika, a close Syrian ally, was apparently repulsed.

The rival Lebanese forces militia, commanded by Col Samir Geagea, accused the chief of Syrian military intelligence in Lebanon, Brig Ghazi Kanaan, of masterminding the thrust and charged the Muslim Shite Amal militia and the pro-Syrian Baath Party of complicity. Brig Kanaan, as well as Amal and Baath leaders, denied the accusations.

However, it is hard to believe that Col Hobeika's fighters, expelled from Christian areas during earlier Syrian battles earlier this year over acceptance of a Syrian engineered militia accord, could have infiltrated through the Muslim edge of the Green Line without assistance from Muslim militias or the knowledge of Syrian military observers.

The Lebanese forces, or Christian militias led by Col Geagea, claimed they had captured Muslim fighters among the attackers but none have been produced so far.

The hostilities had not ended last weekend, as shelling across the mid-city divide struck deep into residential neighbourhoods in Christian and Muslim areas.

Reuters reports: Two Frenchmen with United Nations peacekeeping troops in Lebanon were wounded yesterday when a roadside bomb exploded beside their convoy, a UN spokesman said. The blast occurred just north of Akkar near a UN outpost.

Sydney protest over warships

ANTI-NUCLEAR protesters hope to disrupt today's arrival of more than two dozen foreign warships in Sydney harbour, part of the Royal Australian Navy's 75th anniversary celebrations, writes Chris Sherwell in Sydney.

The protesters are planning both marches and loud demonstrations. They claim that some of the ships, including the British aircraft carrier, HMS Illustrious, pose a threat because they are carrying nuclear weapons or are nuclear-powered.

A successful disruption of the ships' arrival would draw further attention to the West's security problems in the South Pacific region.

West Bank towns to get Arab mayors

BY ANDREW WHITLEY IN JERUSALEM

THREE important towns in the Israeli-occupied West Bank—Hebron, Ramallah and El-Bireh—are to be returned to local Arab government with Palestinian mayors, Israel announced yesterday.

The Israeli military-run Civil Administration for Judea and Samaria—the biblical names for the West Bank region—named three pro-Jordanian notables from the towns to replace Israeli officials.

The appointments mark the resumption of Prime Minister Shimon Peres's policy of granting a limited degree of local autonomy to the 1.5m Palestinians living under Israeli rule. The autonomy plan was suspended last March following the assassination of Mr Zafar al-Masri, the newly-appointed mayor of Nablus, the leading West Bank city.

Hebron, the second largest municipality with a population of 80,000 and a hotbed of Palestinian nationalism, has been run by an Israeli army officer since it elected an Arab mayor was deposed in 1983. The mayors of Ramallah and El-Bireh were removed from office in 1981 and 1982 respectively, in response to their criticism of the army.

Israel has consistently refused to hold elections in the West Bank or Gaza since 1976 for fear that pro-Palestine Liberation Organisation activists would be returned. It is thought that Jordan, similarly anxious to squeeze out the PLO's influence, secretly backs their stance.

All three of the men appointed yesterday are known Jordanian sympathisers. They are Dr Abdel Wejid Zir in Hebron, Mr Khalil Musa Khalil in El-Bireh and Mr Hassan el-Tawil in Ramallah.

French conservatives win electoral contest

BY PAUL BETTS IN PARIS

FRANCE'S main conservative parties emerged last night as the clear winners of the first major electoral contest since the victory of the right in last March's parliamentary elections.

The conservative parties consolidated their majority in the Senate in yesterday's elections which involved the renewal of one third or a total of 120 of the 380 seats in the upper house of the French Parliament.

In a separate National Assembly by-election in the Haute-Garonne, the right-wing list led by Mr Dominique Bénédict, mayor of Toulouse, polled 46 per cent of the vote ahead of the 37.4 per cent polled by the Socialists led by Mr Lionel Jospin, the party's first secretary, according to early computer projections.

The results of the by-elections are a relative setback for the Socialists who had hoped to score more than the 38 per cent they polled in the Haute-Garonne in the March elections.

Computer predictions indicated that the Socialists could win three or four seats while the right could win four or five seats. If the Socialists fail to win four seats it would represent a personal setback for Mr Jospin as first secretary.

The Haute-Garonne by-election was especially awaited as a key test of the electorate because, unlike the senatorial elections, it involved the first popular poll since last March. Senators are elected by a restricted electoral college of deputies and local councilors.

However, turnout in the by-election was disappointingly low—at 33 per cent compared with a 19.8 per cent abstention rate last March. The recent wave of terrorism in Paris does not appear to have had an impact in the by-election where the National Front polled 6 per cent and the Communists 6.4 per cent, according to computer projections last night.

The victory of the conservative parties and particularly of the neo-Gaullist RPR party of Mr Jacques Chirac, Prime Minister, in the senatorial elections, had been widely expected. This is because the electoral college reflected the advances of the right in regional and local elections since 1982.

Overall, the right sees its seats increase from 211 to 229 in the new Senate, while the left drops from 102 seats to 90 seats. For the first time in the Fifth Republic, the RPC with 77 seats has become the biggest party in the senate.

The centrist UDF coalition gained only one additional seat while the Socialists lost five seats and the Communists lost nine. However, the Communists just managed to retain a parliamentary group in the Senate. They declined from 24 seats to 15: the minimum to form a parliamentary group.

Record Italian surplus

BY DAVID LANE IN ROME

ITALY'S trade balance enjoyed a record surplus of L2,105bn (£1,085bn) in August. Figures released by the National Statistical Institute show that the value of imports during the month was L7,315bn, against exports of L9,420bn.

August was the third consecutive month in which Italian

visible trade has registered a surplus. Exports exceeded imports by L346bn in June and L1,220bn in July. Last month's result was a significant improvement on August last year, when a deficit of L411bn was recorded.

The trade figures are reflecting a beneficial impact of cheaper oil and a weaker dollar.

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April 1986

Reagan facing sanctions clash with Congress

BY STEWART FLEMING, US EDITOR IN WASHINGTON

PRESIDENT Ronald Reagan is facing a major confrontation with Congress on a key foreign policy issue following his decision on Friday to veto legislation which would have stiffened US sanctions against South Africa.

In announcing the veto of the sanctions bill, which had been overwhelmingly approved by both the Democratic-controlled House of Representatives and the Republican Senate, the President said that the US must "stay and build not out and run" in South Africa.

"Are we truly helping the black people of South Africa—the lifelong victims of apartheid—when we throw them out of work?"

Most political analysts believe that Mr Reagan is running the risk of a humiliating foreign policy defeat by refusing to endorse what is in effect the moderate sanctions package which the leaders of his own party in the Senate drafted.

Sanctions legislation passed both chambers of Congress with comfortable majorities which are needed to override a presidential veto.

Mr Reagan appears to be gambling either that he can swing 20 votes in the Senate and so block a veto override there, or that the Senate will not find enough time in its crowded legislative calendar to bring the issue to a vote before it goes into recess so that those members standing for re-

election can hit the campaign trail.

The recess is tentatively scheduled for the end of this week but it is far from certain that it will meet this target.

That the White House itself knows that the President is facing an uphill struggle was underscored by the timing of the veto announcement on Friday, which was postponed until the major television network evening news reports had finished.

The Administration did not couple the veto announcement with new sanctions measures of its own. But it is widely anticipated that if the veto faces an override vote in the Senate the White House may decide to toughen the mild sanctions it imposed a year ago under an emergency decree in the hope of weakening support for the congressional sanctions legislation.

Democratic congressmen who hope to exploit the decision by the Republican President in the mid-term elections in November, were quick to attack the decision.

It is a moot point, however, how much damage the President's decision will do to Republican candidates in the congressional elections, since many of those who might be vulnerable to criticism on the issue have themselves voted for the sanctions Bill and can argue that the President is acting in opposition to the majority view of his own party.

Procter & Gamble breaks ties with South Africa

BY WILLIAM HALL IN NEW YORK

PROCTER & GAMBLE, the US household products group, has become the latest in a string of big US companies to break its ties with South Africa as evidence mounts that US companies are bowing to increasing pressure from major institutional investors to divest their South African operations.

Procter & Gamble, which acquired Richardson-Vicks small South African operations as part of its \$1.2bn (835m) takeover of the parent, says that it has been reviewing all of the

company's worldwide operations since last November's acquisition, and has decided to sell Richardson-Vicks' South African subsidiary to local management.

The group had no operations in South Africa prior to the acquisition and has concluded that "in the light of the political and social situation in South Africa, together with the current unsettled economic climate in that country, it is in the best interests of the corporation and its shareholders that it divests its South African subsidiary."

China may help build Pakistan's N-bomb

By Simon Henderson

A NUCLEAR co-operation agreement between China and Pakistan could herald, despite denials, Chinese help for Pakistan's attempts to build a nuclear bomb.

Among the facilities involved in the agreement is Pakistan's secret uranium enrichment plant, according to its director, Dr Abdul Qader Khan.

The pact, signed in Peking last week, was described as being for the peaceful uses of nuclear energy, but comes just when US officials are extremely anxious about recent advances in Pakistan's secret nuclear weapons project.

Pakistan consistently denies that its nuclear research is for anything but peaceful purposes. Reacting to adverse comment on the pact, a Chinese official denied that China helped other countries develop nuclear weapons.

He emphasized that the International Atomic Energy Agency (IAEA), the United Nations watchdog on proliferation, would safeguard the agreement.

During 1982 and 1983, intelligence reports indicated a high level of co-operation between China and Pakistan. It was thought that China had provided Pakistan with the basic design of a nuclear bomb and may even have handed over some highly enriched uranium, a potential nuclear explosive.

The reports also said two Chinese scientists were discovered working at Dr Khan's enrichment plant at Kahuta, near Islamabad.

These reports led to a breakdown in the completion of a nuclear accord between the US and China, by which US nuclear power companies would be allowed to bid for \$200m (£13.5m) worth of contracts, part of China's electrification programme.

The accord was only finalised last year after the US received better guarantees on Chinese attitudes towards nuclear proliferation.

Dr Khan would not be drawn, but noted that no individual Pakistani facility was mentioned in the agreement. He added: "The agreement covers all nuclear activities."

He denied that any Chinese scientists had ever worked at Kahuta, saying the reports were due to a misunderstanding.

OVERSEAS NEWS

Recent remarks by politicians reveal widely-held prejudices, Ian Rodger reports

Japan's racism blunders into the open

JAPAN'S efforts to present itself as a more cosmopolitan, less insular society received serious setbacks when, twice in the past month, Japan's political leaders have been caught making derogatory remarks about foreign people.

Two weeks ago, Mr Masayoshi Fujio, then the Education Minister, tried to discredit accepted accounts of Japanese atrocities in China and Korea in the Second World War.

Last week, the Prime Minister himself, Mr Yasuhiro Nakasone, said at a political party meeting that the average education level in the US was much lower than that in Japan.

Both gaffes produced instant outrage in the insular countries, and, in both cases, the Japanese Government moved rapidly to apologise.

Mr Nakasone fired Mr Fujio even before the magazine in which he made his unsavoury comments hit the streets. The Prime Minister rushed to issue a "heartfelt apology" for his own remarks on Friday night when it became apparent how many Americans were offended by his remarks.

It is difficult to think of another civilised country in the world today in which political leaders would make such remarks.

Perhaps Mr Fujio's comments can be dismissed as the anachronistic views of an old crank who was trying to embarrass Mr Nakasone because

he affirmed or denied about the context in which they were made—reflected the widely held view that Japan's strength derives to a considerable extent from its racial purity. By implication, other, pluralist countries are, and always will be, inferior.

Usually, this latter part of the maxim is left unstated, but it is always there. Perhaps its most transparent expression—and it is astonishing that a campaign has not been launched to stop this—comes from small children.

When they see a foreigner, Japanese children, especially, but not exclusively in the countryside often point and say, "gaijin, gaijin." The word "gaijin" is a derogatory abbreviation of "gaikokujin," meaning "outside country person," and there can be little doubt about how small children learn to express such an attitude to foreigners.

More substantially, Japan still tries hard to prevent any intrusion into its racially pure society.

The Prime Minister had not offered him a more important Cabinet post. That, at least, is the more or less official explanation that has been offered. But it is odd, to say the least, to take revenge on someone by embarrassing the entire country.

Moreover, Mr Fujio was a known crank and, in any other country, would probably not have made it into the Cabinet at all. Until he went over the top two weeks ago, it seemed that his regular ultra-nationalistic outbursts were tolerated because they reflected the views of many Japanese, or at least, Japanese of his generation.

Similarly, the Prime Minister's remarks—whatever may

be affirmed or denied about the context in which they were made—reflected the widely held view that Japan's strength derives to a considerable extent from its racial purity. By implication, other, pluralist countries are, and always will be, inferior.

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Similarly, the Prime Minister's remarks—whatever may

become more cosmopolitan in the way they look at the high yen—as an additional, unwanted burden in their lives imposed by devious politicians to appease envious foreigners.

Ironically, the Prime Minister's offhand, unthinking remarks—apparently delivered in the heat and enthusiasm of a political meeting—show how difficult it is to shed old prejudices.

The Yomiuri Shimbun, the largest circulation newspaper in Japan and a strong supporter of Mr Nakasone and "internationalisation," said sadly in an editorial on Saturday:

"The current incident makes us feel that a nation made up of a single race lacks the sensitivity to fully grasp the racial problems of other countries."

Also sadly, there is no evidence yet that this incident will have any great effect. The Japanese media were very slow to notice its significance and even yesterday, after it had caused a serious threat to US-Japan relations, most newspapers and news programmes were far more interested in the latest leadership manoeuvres within one of the factions of the ruling Liberal Democratic Party.

But, so far, there is little evidence in Japan of any great campaign—along the lines of the civil rights campaign in the US, for example—to try to drive out old prejudices. On the contrary, many people seem to regard appeals by the Prime Minister and others that they

for 10 per cent of the world's GNP and which relies so much on world trade for its prosperity.

Mr Nakasone is certainly conscious of the problem. He has been in the forefront of the drive to make Japanese behaviour, not only in trade, but also in human terms, more in harmony with that of the rest of the world.

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THE Sino-Soviet dialogue has continued to gather momentum with the announcement that formal talks will begin next year, after a nine-year lapse, on settling the long-running border disputes between the two countries.

Agreement on a date for the talks was apparently reached during a meeting this week between Mr Wu Xueqian, the

Chinese Foreign Minister, and Mr Eduard Shevardnadze, his Soviet counterpart, at the United Nations. Diplomats regard the agreement as a sign that relations between the two countries are continuing to thaw.

The Chinese news agency Xinhua says the two foreign ministers had "an extensive and frank exchange of views"

Polish leader in Peking talks

BY ROBERT THOMSON IN PEKING

GENERAL Wojciech Jaruzelski, the Polish leader, arrived in Peking yesterday for talks on political, cultural and trade ties. He is the most significant East European official to visit China since the Sino-Soviet schism of the early 1960s.

Diplomats say there is no doubt that the Polish leader would have sought Moscow's imprimatur before the visit, and noted that the General visited the Soviet capital before leaving on his Asian trip, which has in-

cluded stops in Mongolia and North Korea.

Chinese leaders will have keen to discuss Moscow's drive for better relations, and are likely to use the visit as a guide to how far the Soviet Union is prepared to go to satisfy China's conditions for improved relations—the most important obstacle is Moscow's support for the Vietnamese occupation of Kampuchea.

Gen Jaruzelski has apparently liked the East Germans, as they

had lined up an October visit for their leader, Erich Honecker, who seemed set to be the first head of one of Moscow's eastern allies to visit here in more than two decades.

China has been seeking closer ties with Eastern Europe in the early 1980s as a means of easing tension in its relations with the Soviet Union, after having previously and unsuccessfully tried to use Eastern Europe as a soap-box for criticism of Moscow.

Gen Jaruzelski has apparently liked the East Germans, as they

Sino-Soviet relations show signs of improvement

BY OUR PEKING CORRESPONDENT

THE Sino-Soviet dialogue has continued to gather momentum with the announcement that formal talks will begin next year, after a nine-year lapse, on settling the long-running border disputes between the two countries.

Agreement on a date for the talks was apparently reached during a meeting this week between Mr Wu Xueqian, the

Chinese Foreign Minister, and Mr Eduard Shevardnadze, his Soviet counterpart, at the United Nations. Diplomats regard the agreement as a sign that relations between the two countries are continuing to thaw.

The Chinese news agency Xinhua says the two foreign ministers had "an extensive and frank exchange of views"

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In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the period from 26th September, 1986, to 28th December, 1986, has been fixed at 4 1/4% per annum and that the interest payable on the relevant Interest Payment Date, 29th December, 1986, in respect of DM 10,000 nominal value of Notes will be DM 122.40, and in respect of DM 250,000 nominal value of Notes will be DM 3,059.50.

Düsseldorf, September 1986

Trinkaus & Burkhart KGaA

Agent Bank

Bidding for defence contract or sub-contract work?

MOD CONTRACTS BULLETIN

A fortnightly digest of major MoD contract opportunities

Published by the Longman Group in collaboration with the Ministry of Defence, MOD CONTRACTS BULLETIN is a new information service designed to highlight defence contract and sub-contract opportunities.

The MoD is the largest single customer of British industry, spending this year about £6.25 billion on a vast range of goods and services—from warships to windscreen wipers.

Until now there has been no timely way to inform all sectors of business and industry of defence tenders and contracts in which they might be interested; small companies, often highly skilled and specialised, might have failed to benefit from Government defence orders. Simply through a lack of knowledge of the opportunities that are available, particularly at the sub-contract level.

MOD CONTRACTS BULLETIN allows potential contractors and sub-contractors to see at a glance whether a particular tender is likely to be of interest and, if so, who should be approached. In short, the service provides details of:

★ **WHAT** the work involves: the scope of the tender and a technical summary

★ **WHO** is likely to be bidding for the work, a feature of particular value to the potential sub-contractor

★ **HOW** to make the right contact. Tender and contract numbers are given for each entry, as are the addresses and telephone numbers of the relevant contractors and MoD Issuing Branch

★ **WHEN** tender invitations were sent out (or when the non-competitive contract was awarded) and when tenders will be due in to the Ministry.

The first issue of the MOD CONTRACTS BULLETIN is published today. An annual subscription (25 issues) costs £130. For subscription details cut out and complete the coupon and send it to the Longman Group at the address provided, or for further information, telephone Andrea Hartill on 01-242 2548.

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Contracts & Tenders

REPUBLIQUE DE DJIBOUTI
PORT AUTONOME INTERNATIONAL
DE DJIBOUTI

AVIS D'APPEL D'OFFRES INTERNATIONALES
Dans le cadre du projet de réhabilitation du port de Djibouti financé par le Fonds Arabe de Développement Economique et Social, est ouvert un appel d'offres international concernant les travaux suivants:

- Réhabilitation des quais 4 et 5 (470 mètres linéaires).
- Renovation complète de terre-pleins revêtus (11.000 M²).
- Renovation complète de voies ferrées (640m).
- Renovation de réseaux d'eau sur la longueur des quais 4 et 5.

Le délai d'exécution des travaux est fixé à 5 mois. L'appel d'offres est lancé à partir du 1er Octobre 1986. Le dossier d'appel d'offres est à retirer:

- Soit au Port Autonome International de Djibouti, B.P. 2107—Djibouti.
- Soit au BCCOM.
- 15 Square Max Hymans 75741 Paris Cedex 15—France.

Le prix du dossier est fixé à deux cents (200) US dollars, ou quarante mille francs Djibouti payables par chèque libellé au nom de Monsieur l'Agent Comptable du Port Autonome International de Djibouti.

Le dossier pourra être envoyé aux entreprises après réception de ce montant. La date limite de dépôt des offres est fixée au 1er Décembre 1986 à 12 heures. Le lieu de dépôt des offres est la direction du Port Autonome International de Djibouti.

INVITATION FOR BIDS

RTA - 2/86

The provisional Military Government of Somalia (RTA) has received a credit from the International Development Association (IDA) and it is intended that part of the proceeds of this credit will be applied to eligible payment under the contract for the supply of Road Traffic Safety and Training Equipment and spare parts.

The RTA now invites sealed bids from eligible bidders for the supply of Equipment and Spare Parts.

Interested bidders from member countries of the World Bank (IDA), Switzerland, Taiwan and China may obtain further information from the RTA Procurement Office 403 of the Headquarters Building, Telephone 15-73-27, Telex 21533, RTA ET. One set of bidding documents may be purchased by any interested eligible bidder upon payment of a non-refundable fee of Birr 20.00 for each set. The closing date for the submission of tenders shall be 15.00 hours local time on November 17, 1986.

Bids will be opened in the presence of the bidders or their representatives in the conference room of the Headquarters Building on November 18 1986 at 10.00 hours local time.

The Authority reserves the right to reject any or all bids.
Ethiopian Road Transport Authority
P.O. Box 2504
Tel: 15-42-44 15-73-27
Addis Ababa
Ethiopia

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Company Notices

MINERALS AND RESOURCES
NOTICE TO HOLDERS OF
SHARES IN THE COMPANY
PAYMENT OF DIVIDEND

With reference to the notice of declaration of final dividend for the year ended 31 December 1985, the following information is published for the guidance of holders of shares in the company.

The dividend of 10 cents was declared in United States dollars on 22nd September 1986 and is payable on 29th September 1986 to holders of shares in the company who are registered in the United States.

At the close of business on 22nd September 1986, the following shareholders were registered in the United States:

60 at the London Securities Department, 25, Abchurch Lane, London EC4N 3DF, U.K. (United States dollar account) and 60 at the London Securities Department, 25, Abchurch Lane, London EC4N 3DF, U.K. (United States dollar account).

60 at the London Securities Department, 25, Abchurch Lane, London EC4N 3DF, U.K. (United States dollar account) and 60 at the London Securities Department, 25, Abchurch Lane, London EC4N 3DF, U.K. (United States dollar account).

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OVERSEAS NEWS

FT writers report on the problems confronting financial leaders meeting this week

Ministers aim to cut budget deficits

By Philip Stephens, Economics Correspondent

FINANCE ministers of the Group of Seven industrial countries said at the weekend that they had agreed to intensify their co-operative efforts to reduce imbalances in the world economy, but made it clear they planned no immediate action on exchange or interest rates.

A communiqué released after the meeting of the US, Japan, West Germany, France, Britain, Canada and Italy said that they had agreed to intensify their co-operative efforts to reduce imbalances in the world economy, but made it clear they planned no immediate action on exchange or interest rates.

The ministers noted that the present scale of some current account imbalances cannot be sustained. The exchange rate changes since last year are making an important contribution towards redressing these imbalances, it said.

The ministers added they had agreed on the need to sustain and in some cases increase economic growth in countries with large current surpluses, while countries with major deficits "must follow policies which will foster significant reductions in their external deficits and they committed themselves, among other things, to make further progress in reducing their budget deficits in order to free resources to the external sector."

A separate note agreed by ministers but not published, makes it clear that there was no accord, however, on immediate action in financial markets.

The following is the statement issued by the finance ministers of the Group of Seven - the US, Japan, West Germany, Britain, France, Canada and Italy.

"1. The finance ministers of the seven major industrialized countries met today to conduct the first exercise of multilateral surveillance pursuant to the Tokyo Economic Declaration of their heads of state or government of May 8, 1986. The managing director of the International Monetary Fund also participated."

"2. The ministers reviewed recent economic developments and their economic objectives and forecasts collectively, using a range of economic indicators, with a particular view to examining their mutual compatibility and to considering the need for remedial measures."

"3. The ministers noted that progress had been made in preventing excessive, non-inflationary growth in their countries."

"4. There is broad agreement among the ministers on the economic outlook in their countries: prospects for further growth in 1987 are generally favourable, and more jobs will be created, although the level of unemployment will remain high in some countries."

"Inflation is likely to remain low. Interest rates have fallen with particular beneficial effects for indebted developing countries."

"5. However, the ministers noted that the present scale of some current account imbalances cannot be sustained. The exchange rate changes since last year are making an important contribution towards redressing these imbalances, and their full effects will increasingly come through in the period ahead."

"6. The ministers agreed that co-operative efforts need to be intensified in order to reduce the imbalances in the context of an open, growing world economy."

"7. In this connection, that economic growth in surplus countries was improving, but such growth will need to be sustained - and in some cases increased."

"Countries with major deficits must follow policies which will foster significant reductions in their external deficits, and they committed themselves, among other things, to make further progress in reducing their budget deficits in order to free resources to the external sector. These actions should help stabilise exchange rates, and all are necessary so that imbalances can be reduced significantly without significant exchange rate adjustment."

"8. In the circumstances, the ministers agreed that the policies of all the countries during the period immediately ahead would be formulated with the following objectives in mind:

● To continue to follow sound monetary policies supporting non-inflationary growth and contributing to international adjustment in order to help maintain the conditions for business confidence and for lower interest rates.

● To continue the process of removing structural rigidities in order to increase the long-term production potential of their economies, and to continue efforts to resist protectionist pressures."

"9. The ministers agreed that the major industrial countries bear a special responsibility to foster an open, growing world economy which is particularly important for the resolution of the international debt problem."

"10. In order to fulfil their responsibilities in the context of thorough implementation of the Tokyo Economic Declaration used to achieve the objectives set out above, they agreed to the close and continuous co-ordination of economic policy during the period ahead."

Firm line needed to cut trade imbalances

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

THE MAJOR shifts in exchange rates over the past 18 months have succeeded in partially reversing the trend towards ever larger trade imbalances between the US and Japan and West Germany, but will not be enough by themselves to restore a sustainable pattern of trade, the IMF says.

In its latest World Economic Outlook, published yesterday, the Fund says that the US dollar and the D-mark are now at their average levels between 1975 and 1984, while the yen is about 10 per cent higher.

The dollar's sharp depreciation since early 1985 will begin to have a favourable impact on the US current account deficit in 1987 and bring a further improvement in 1988.

However, while the Japanese and West German surpluses are forecast to show parallel declines, the imbalances between the US and Japan in particular, however, will remain large unless the exchange rate changes are reinforced by policy action within and outside the US.

In its analysis of the medium-term outlook, the Fund says that the full beneficial impact of the dollar's depreciation may not be felt until planned reductions in the US budget deficit actually take place.

At the same time, it will be essential for both the US and other major economies to offset the deflationary impact of any such curbing through the promotion of increased private spending, particularly investment.

"For the industrial countries, the key policy issue is how to sustain a satisfactory rate of demand growth while working towards the elimination of the financial imbalances that have threatened the stability of expansion," it says.

In the short term, the Fund predicts that the US current



ANNUAL GROWTH RATES

	1985	1986	1987
Real GNP/GDP			
US	2.7	2.7	3.5
Japan	4.5	4.5	2.5
France	1.3	2.2	2.2
West Germany	2.5	3.0	3.0
UK	2.2	2.4	2.5
Real domestic demand			
US	3.4	3.4	3.3
Japan	3.4	4.2	4.4
France	2.0	2.3	2.7
West Germany	1.5	4.2	3.7
UK	2.2	2.0	3.2
GNP/GDP deficit			
Japan	1.7	1.0	1.2
France	2.2	2.5	2.4
West Germany	2.2	2.8	1.4
UK	4.1	2.8	2.7
Current account balance (as per cent of GNP/GDP)			
Japan	-2.7	-1.9	-2.7
France	-2.7	-4.1	-3.3
West Germany	-2.1	-3.4	2.5
UK	1.1	0.4	-0.6

account deficit will remain well above \$100bn (\$600bn) although it should decline slightly as a proportion of national income. The World Economic Outlook is also sceptical about the potential impact of action by economies outside the US to stimulate faster growth.

"Unfortunately, the effects on the US current account of shifts in growth rates abroad appear to be relatively small. It is unlikely that a one percentage point increase in domestic growth in Japan and the Federal Republic of Germany would alter the US trade balance by more than \$5-10bn," the Fund says.

"Demand stimulus outside the US would have to be very large

and widespread in order to have sizeable effects on the US position," it adds.

The Outlook suggests that rather than giving a general stimulus to demand, the US and other major economies should focus on ensuring that the funds released through the expected reduction in overall budget deficits are channelled into private investment.

It says that governments should act to ensure that "crowding-in" of private spending offsets the negative impact on demand of tighter fiscal policies.

Governments outside the US should be flexible in operating their fiscal policies, perhaps by bringing forward tax increase reductions, should ensure that monetary policy is not too restrictive, and promote increased market flexibility.

In an oblique reference to Japan, the Outlook adds that may also be scope for flexibility in the implementation of increases in public expenditure to support stronger domestic demand growth.

In its assessment of the short-term outlook for growth, the Fund says that the evidence points to the slowdown in the world economy earlier this year being a pause rather than marking the onset of recession.

A number of factors point to a pick-up in the rate of output later this year, including the boost to real incomes in industrial countries from the collapse of oil prices, lower interest rates, and the potential for faster growth in exports.

The IMF forecasts that for the industrial countries as a whole the pace of growth should increase to 3.1 per cent in 1987 from 2.7 per cent this year, while inflation should decline further to 3.1 per cent from 3.3 per cent in 1986.

Prospects for developing countries, however, remain relatively gloomy.

Third World attacks West over debt crisis

By Peter Montagnon in Washington

DEVELOPING COUNTRIES have registered a strongly-worded protest at the International Monetary Fund's annual meeting over what they see as the West's failure to tackle their four-year-old foreign debt crisis.

"The failure to adopt a consistent and lasting solution to the debt problem not only is affecting the recovery of the world economy but makes the servicing of debt an intolerable burden," said a statement issued by finance ministers of the Group of 24, which represents developing countries in the IMF.

The statement said the growth-oriented economic adjustment programmes being adopted by the IMF were mere rhetoric "unless the present high level of net transfer of resources from developed to developing countries was reduced."

The transfer, which takes the form of debt service payments, "has protected the financial sector in developed countries but it has seriously and unnecessarily affected the productive sectors both in the debtor and in the creditor countries."

Mr Heskey Dinka, Ethiopian Finance Minister and chairman of the G-24, told a news conference that developing countries were not planning to form a debtor's cartel, nor were they explicitly threatening to withhold debt service payments. But "complexes would arrive unless the situation improves."

To ease the debt burden the G-24 called for:

● A reduction in real interest rates coupled with an officially funded facility reducing the debt-service balance of developing countries;

● An increase in the resources provided by multilateral institutions and government agencies. In particular, the World Bank should negotiate the doubling of its capital during the current fiscal year.

● A reduction of flows in private resources in the form of loans and direct investments;

● The establishment of an ad hoc multilateral committee from developed and developing countries to re-examine the debt problem and report back to the G-24 at their next meeting in April 1987.

Nigeria signs IMF letter

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

NIGERIA HAS discreetly signed a letter of intent to the International Monetary Fund that would allow it to draw around \$DR 650m (\$300m) to back up its economic stabilisation programme.

The endorsement of Nigeria's IMF endorsement of Nigeria's policy follows the opening at the end of last week of a two-tier foreign exchange market in Lagos which has led to an effective devaluation of the Naira.

Officials believe this could help Nigeria's negotiations for a \$200m-\$300m bridging loan from Western central banks.

However, it is not clear whether Nigeria will avail itself of its new option to seek IMF funding.

This depends on whether the government can overcome political objections at home to the involvement of the IMF in Nigeria's economy. The two aides have been at loggerheads for several years over the country's exchange rate policy.

Meanwhile, the bridging loan negotiations have been slowed by official preoccupation with the more pressing debt problems of Mexico.

Active discussions on Nigeria's bridging loan request are thought likely to resume only when and if Mexico resolves its current difficulties with commercial bank creditors over the terms of a new \$60m loan.

Peru again refuses to pay bank interest

BY OUR EUROMARKETS CORRESPONDENT

PERU HAS again refused to make interest payments to its creditor banks, raising fears that the banks may decide to disband their debt negotiating committee, led by Citibank.

Unless a meaningful payment of \$500m (\$416m) of overdue interest is made soon, the advisory committee "would reconsider their options," Citibank said following talks on Friday with Dr Gustavo Sabero, Peru's chief debt negotiator.

Bankers say this is an implicit threat to disband the committee, thereby removing a major constraint to formal declaration of default, which could unleash a scramble of creditor banks seeking to attach Peru's assets abroad.

In his first meeting with the committee since Peru was declared ineligible to borrow from the International Monetary Fund, Dr Sabero said his country wanted to resume serious negotiations on a rescheduling within the next two months.

However, he added, Peru could not currently afford to make an interest payment despite its \$12bn in foreign exchange reserves.

He invited a team of bank economists to visit Peru during the next two weeks to examine the economy according to a telex sent to creditors over the weekend, the committee replied that "a meaningful payment with respect to interest arrears was essential as a first step to indicate Peru's intent to resume negotiations on a serious basis."

Peru set for currency devaluation next year

THE Peruvian Government will devalue the country's currency early next year and end many of its price controls that have upset businessmen.

The decision represents a sharp turn from the economic programme President Alan Garcia imposed to bring the country out of its worst economic slump in history after he took office last year.

In reports published in the official Gaceta El Peruano and other Lima newspapers, Mr Garcia said the Government would not be able to continue to freeze the exchange rate for the 1987 until December 31.

He said he would ease price controls on many items and allow their value to be determined by supply and demand, and he decreed wage increases for teachers, bureaucrats and non-unionised workers in private industry.

For months, business leaders have been pushing for a devaluation they say is needed to spur exports and for a relaxation in price controls to boost production.

The exchange rate has been frozen at 13.36 intis to the dollar since August 1, 1985, three days after Mr Garcia took office and soon after he devalued the intis by 12 per cent.

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Midland Bank plc

Re: US \$750,000,000
Floating Rate Primary Capital Notes
and US \$500,000,000
Floating Rate Primary Capital Notes

Under the federal income tax laws of the United States of America, the interest payable with respect to the above-referenced Notes in definitive form is generally subject to information reporting requirements if paid to a payee who has an address within the United States (as defined below). However, these United States information reporting requirements do not currently apply in cases in which a payee is known to a Paying Agent as being a corporation or as being a person who is not a United States person (as defined below), and in such cases Coupons with respect to the Notes will be honoured without inquiry or certification as to the identity of the payee. In this context the Paying Agents are not currently required to make any inquiry or demand any certification as to the identity of the owners of Coupons presented on behalf of either the Euro-clear System or CEDEL S.A.

NOTICE IS HEREBY GIVEN that in all cases other than those in which the payee is known to the Paying Agents as a corporation or as a non-United States person, the Paying Agents will, pursuant to Condition 6 of the Notes and before making payment, inquire as to the address of the payee and require each payee providing an address within the United States to

WORLD TRADE NEWS

Tanker order
upsurge
bypasses
Japanese

By Yoko Shibata in Tokyo

A WORLD tanker ordering boom which has not been seen for more than 12 years is bypassing Japanese shipyards. New orders have gone to South Korea and Yugoslavia following the steep appreciation in the value of the Japanese yen.

Japanese yards have won only four orders for vessels so far this year. Three will carry liquefied natural gas to Japan from the Australian North-West Shelf—a Japanese financed project, and the other is a tanker order won by Mitsubishi Heavy Industries (MHI) from Chevron of the US.

The upsurge in the yen's value has widened the cost differential between Japanese and South Korean yards from 15 per cent last autumn to 40 per cent now. In dollar terms, Korean yards workers' wages are one-seventh of those of the Japanese.

Since the beginning of this year, South Korean yards have won 30 tanker orders including four very large crude carriers (VLCCs) and five vessels on option, while Yugoslav shipbuilders have won orders for two tankers and two products carriers.

Including those orders on option, Yugoslav yards will be busy until 1990, while Hyundai of South Korea has enough work to last until 1988. Japanese shipbuilders, by contrast, are cutting yard facilities drastically.

Ishikawajima-Harima Heavy Industries (IHI) plans to slash its yard capacities by 80 per cent and Hitachi Zosen by 50 per cent.

These tankers order awarded to South Korean yards are at prices almost half what they were four years ago, however, and the Koreans have to buy ship equipment from Japan accounting for 30-40 per cent of the value of ship.

Some South Korean yards are reported to be negotiating with shipowners to increase prices by 10-15 per cent after they have won orders.

SHIPPING REPORT

Tanker rates
continue
to ease

By Terry Dodsworth

THE RECENT Opec agreement on reducing crude oil production remained the dominant issue in the world shipping market last week, as the decline in activity in the oilfields was reflected in reduced liftings from the terminals and a continuing easing of rates in the tanker market.

In the Gulf trade, the large ship market is on the verge of collapse, according to Galbraith's, the UK shipbroking company, with rates likely to drop to Worldscale 25 for a 250,000-ton cargo from South Arabia to North West Europe, against an option rate of Worldscale 32.5, "only a few days ago."

The one area which has shown some life has been for liftings for delivery to North American refineries, says Galbraith's, although these have been usually directed at smaller tankers.

Elsewhere, the Japanese trade has shown some activity, particularly for smaller volume liftings of between 45,000 and 50,000 tons of lighter oils.

The Japanese market seems likely to maintain steady demand for these sort of cargoes throughout next month, while smaller vessels also remain in demand for shorter periods.

The tone set by the depressed tanker trade spilled over into the dry cargo market. In an exceptionally quiet trading environment, the grain rate for the US Gulf to the Continent perked up, with the fixture of a 70,000-tonner for light grains at \$8 a ton, and for the US Gulf to Japan route at \$12.25 a ton.

World Economic Indicators

	INDUSTRIAL PRODUCTION (1980 = 100)				% change over previous year
	Aug. 85	July 86	June 86	Aug. 85	
US	114.9	114.7	114.2	114.5	+0.5
UK	113.3	104.7	106.1	107.7	+2.4
W. Germany	109.5	105.5	106.7	104.5	+2.8
Japan	122.7	122.7	121.7	122.3	+0.3
France	101.4	98.6	103.8	99.2	+2.2
Italy	103.3	98.6	100.2	100.4	+2.9
Netherlands	103.4	100.7	107.0	105.4	+1.9

Source (except US, Japan): Eurostat

Republic of South Africa

U.S.\$75,000,000

Floating Rate Notes 1984/1989

The Rate of Interest applicable to the interest on the Floating Rate Notes of US\$75,000,000 is due on March 29, 1988 to March 29, 1989, inclusive, will be determined by the US Dollar Rate (London Branch) as Reference Agent to be

Dresdner Bank

Frankfurt am Main, in September 1986

AUSTRALIAN CARRIER IN BID TO EXPAND

Ansett likely to run Uruguay airline

BY RICHARD HUBBARD IN CANBERRA

AUSTRALIA's major private sector domestic airline, Ansett, is the confirmed front-runner in a bid to take over the management of the Uruguayan national airline Pluma.

Winning the contract would significantly enhance Ansett's chances of becoming an international carrier in spite of the Australian Government legislation which prohibits it from flying on overseas routes.

The contract with Pluma would offer Ansett control over a company with major landing rights in the US and Europe. Ansett already has a management contract with the Cook Islands International airline, which services the South Pacific, and has built up a major share-

holding in a new domestic airline in New Zealand.

The company, jointly owned by Mr Rupert Murdoch's News Corporation and the Transport Company TWT, is favoured to win the Pluma contract.

Mr Emite Comforte, president of Pluma, has announced that the Uruguayan Government is considering selling either a half or full share in the airline and Ansett would be a front-runner.

The move by Ansett into international air services has met a cool response from Qantas, but Australia's only international carrier is unlikely to be perturbed by a competitive threat from Uruguay, but the Pluma plan is

likely to increase tension in Australia over which airlines can carry international passengers on domestic routes.

The international carrier Qantas has been pushing to be allowed to carry its overseas passengers on its own aircraft between capital cities in Australia. At present, it is prohibited from doing this by a law designed to maintain the two domestic airlines as the sole carriers on major trunk routes.

Any move by Ansett, in a new role as manager of Pluma, to link the Uruguayan carrier with either the Cook Islands or New Zealand airlines also under its control to provide an international air network, will certainly stir Qantas into put-

ting pressure on the Federal Government.

Reuter reports from Ottawa: Canada's Transport Minister, Mr John Crosbie, is optimistic about resolving a dispute that threatens to disrupt scheduled airline service between Canada and Britain, he said yesterday.

Britain has complained that Air Canada is taking advantage of its rights under a five-year-old accord to land in London and pick up passengers en route to Singapore and Bombay.

In return, British Airways was allowed to extend its service beyond Montreal and Toronto to several other Canadian cities, but Britain claims the routes are not as lucrative.

Nasa to
launch
Indonesia
satellite

By Our Jakarta Correspondent

NASA, the US space agency, is to launch Indonesia's fifth communications satellite next March, senior ministers said in Jakarta.

The launch ends earlier speculation, following President Mitterrand's state visit to Indonesia, that Europe's Ariane would be used.

Launch costs of Indonesia's Hughes-built satellite will be \$58m.

The satellite costs \$40m. The use of a Delta rocket is markedly more expensive than the space shuttle costed at US\$18m.

However, a launch set for June was suspended along with the whole US space shuttle programme following the Challenger disaster in January.

With only one of Indonesia's satellites operational, officials have been pressing Washington for an early launch. Television and telecommunications links between Indonesia's 13,000 islands are considered a strategic imperative.

A dispute in January over US allegations that Indonesia was committing "space piracy" had threatened to throw Palapa's plans off course.

Charges, put by US Government officials included illicitly tuning into signals from the two US Landsat earth mapping satellites.

Semiconductor chief
denies dumping pact
has boosted prices

BY TERRY DODSWORTH

MR CHARLES SPORCK, president of National Semiconductor, and one of the leading American industrialists behind the recent Japanese-American anti-dumping pact in the semiconductor industry, has vigorously denied that the agreement had led to any appreciable price increase as yet.

"I have just come from a meeting in California with large semiconductor manufacturers and systems customers and we are universally agreed that there has not been a change in prices," he said. "I believe there will be a very modest increase, probably coming in October and November."

Mr Sporck, a Silicon Valley veteran and a fierce proponent of a US industrial policy to combat Japanese expansion in the high technology industries, was speaking in London after reports of swinging price increases for memory chips, the main semiconductor affected by the agreement.

He conceded that, inasmuch as dumping had been admitted, the agreement to make prices reflect costs would mean that prices would have to rise. But he contended that increases

should be no more than around 20 per cent from current market rates.

Mr Sporck's comments contrast sharply with complaints made by various US manufacturers who buy Japanese semiconductors.

They have claimed that prices have increased by between 100 per cent and 500 per cent since the "fair market value" system was imposed on Japanese memory chips, and their objections have been taken up by the American Electronics Association.

"I would expect that prices may go up from between \$2 and \$2.50 to \$2.25 and \$3," said Mr Sporck, but not by a factor of five or six.

Mr Sporck also announced a sourcing and technology agreement between National Semiconductor, which claims to be the largest employer in Silicon Valley, and Thomson Semi-conductors, a subsidiary of the French Thomson group.

Under terms of the deal, each company will have the right to second-source its telecommunications integrated circuits from the other, and they will also jointly develop future integrated circuits for the telecommunications market.

Canberra angry at cheap wheat for Moscow

BY CHRIS SHERWELL IN SYDNEY

AUSTRALIA, continuing its campaign against agricultural subsidies in international trade, has reacted sharply to the European Community's proposed sale of cheap wheat to the Soviet Union, announced last week.

Mr John Kerin, Primary Industries Minister, condemned the transaction at the weekend as "economic insanity." His complaints were quickly echoed by Australian grain interests.

It was not clear last night

whether the Canberra Government would repeat its action last month, after the US decided to sell 4m tonnes of wheat at heavily subsidised prices to the Soviet Union.

Then, an all-party delegation led by Mr Kerin was quickly despatched to Washington. Warnings were also issued that the decision threatened to impair the security alliance between the two countries.

Last week's European action, which helps French farmers in particular, was deliberately designed to undercut the US deal, that has infuriated Australians.

Basically, it comes only days after Australia and like-minded countries overcame European resistance and succeeded in putting agricultural subsidies on the agenda for international trade liberalisation.

The move came during a conference of the General Agreement on Tariffs and Trade at Punta del Este in Argentina.

There is also official concern at prospective losses for Australia because of planned US sugar deals with China and reported US plans to dump eggs in Hong Kong.

Deng urges
boost in
Japan trade

By Robert Thomson in Peking

CHINA's paramount leader, Deng Xiaoping, has suggested that Japan increase its trade with China fourfold in coming years, and has taken a more conciliatory position on Japan's huge surplus in bilateral trade.

Last December, Deng issued a stern warning to Japanese officials that China had suffered two years of large deficits and that a third year would "certainly not" be tolerated.

He said then that furthering economic ties would be "impossible" unless the problem (the deficit last year was \$8bn (\$4.2bn) was solved.

But in a meeting with a delegation from the Japan-China Association on Economy and Trade, the Chinese leader said bilateral economic co-operation was a "long-term issue," and that Japan would do well to lift its China trade from 6.2 per cent of its total trade volume to 25 per cent.

According to Xinhua, the official Chinese news agency, Deng said that "China is short of what Japan has, and vice versa," and that "from a long-term point of view Japan needs another big trading partner, and the potential one is China."

In an apparent allusion to the relatively low level of Japanese investment in China, Deng emphasised that China is short of funds, while Japan cannot find outlets for its funds.

Japanese officials should not regard China as a potential competitor, he added.

US-Taiwan meeting

A Taiwanese delegation is in Washington to negotiate new agreements on the export of rice, steel and machine tools, and the import of US beer, wine and tobacco, AFP-DJ report.

Mr Vincent Siew, director-general of the Government's Board of Foreign Trade, said however, that he was not optimistic about the outcome.

EEC-Tokyo talks

The EEC's Assistant Director-General for External Relations, Mr Joe Loeff, will have talks next week in Tokyo with the Japanese authorities about a dispute concerning EEC exports of wine and spirits to Japan, a Commission spokesman said, AFP-DJ reports.

The talks will be the third held this year on the dispute. Discussions in April and July ended in stalemate.

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إسماعيل

MANAGEMENT

EDITED BY CHRISTOPHER LORENZ

The guru factor

Why there are still no sure answers

Michael Dixon concludes this series by warning that it is ingrained habits of managers that frequently stifle good ideas

HEARING UPROAR from a workshop the new chief executive hurried in. A hulking foreman was shaking a worker by the throat and yelling: "One more foul-up, you rat, and I'll kick you into the street!" Horrified, the business school-educated chief told his works manager to send the foreman on an interpersonal communications course.

Looking into the workshop three months later, the chief saw the same foreman shaking another man by the collar and shouting: "One more foul-up, you rat, and I'll kick you into the street..." by the way, has your little got over her cold?"

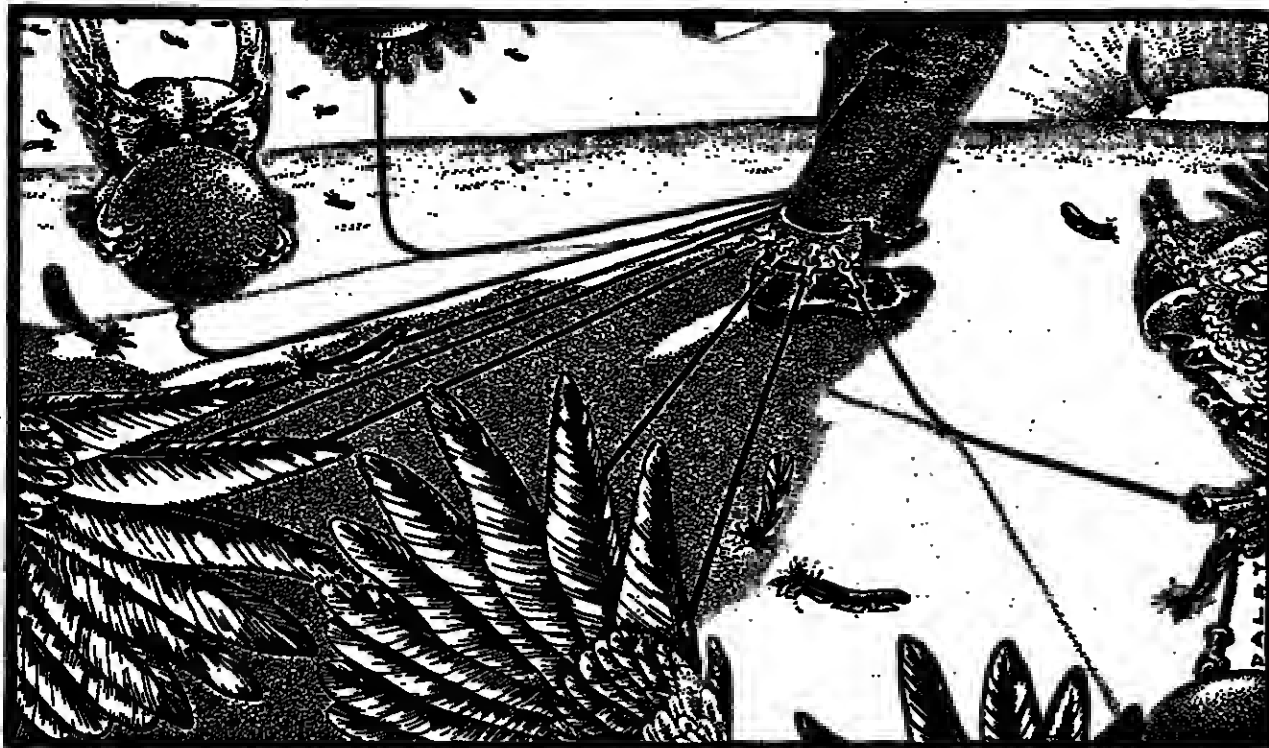
That cautionary tale should be carved on the desks not only of business schools, but of all who read in *Search of Excellence* and the many other "guru" books on management. Unless the story's warning is heeded, it is odds-on that today's hopes of finding better ways to manage will follow their predecessors—several generations of them—into unmarked graves.

What killed them was not simply the feebleness of good ideas in the face of ingrained habits. Then, as now, the hopes were born of necessity. Many western companies already knew that the old rules and rites of management were no longer up to the job, even though the fact had not yet been so sharply stressed by eastern competition.

But while thousands of working executives saw that change was needed, it was the fresh ideas that died. The old ways prevailed essentially unscathed. "Why do so many managers hang on so desperately to things that they know do not work?" asked the then management guru, Professor Frederick Herzberg, almost 20 years ago.

Although a useful answer is still desperately hard to find, there seem to be at least three clues to it.

One is that managers' power to change things is limited by organisational politics. A second is that their confidence to try new approaches is often undermined by the pressures of the job. The last is that the help they can get from gurus and conventional teachers is restricted because the ways in which good management work differs from bad are as yet but



vaguely defined, and therefore dimly understood.

This third blockage is illustrated by a recent study of UK management-training chiefs which was led by Professor Iain Mangham of Bath University. The trainers were asked to list the qualities most important in managerial jobs.

"Most replies were standard management-speak," Professor Mangham says. "Leadership, motivation and communication—the kind of terms offered by academics and consultants that can, and do, mean everything and anything."

"What we all lack," he adds, "is a sophisticated vocabulary for talking about management. Some who are spectacularly good at doing it become tongue-tied when asked to reveal the secrets of their success... We academics and practitioners are ignorant of what it is we are about."

It is not only the teaching of management that suffers from lack of a precise and detailed vocabulary. The shortage also blunders understanding of most

other "intelligent-doing" activities. For instance, standard English's only words for describing the prime skills of a machine-tool operator—an "eye" for the cutting speed, a "feel" for the material—say little about how this job is actually done.

In management, at least, there has been some progress of understanding in recent years. Earlier writers tended to describe managerial activity with words like "organising, co-ordinating and controlling."

Practical executives got no more help from those descriptions of what they were doing than the newly rich Mr Jourdain in Molière's play *The Bourgeois Gentleman* got from learning that what he had talked since childhood was prose.

One noteworthy advance in understanding came from the "guru's guru" Professor Henry Mintzberg (discussed in this series on July 28). His research in the mid-1970s confirmed that what managers really do is juggle with a mass of different tasks, mostly of short duration,

such as negotiating by telephone and attending meetings.

But that information does not help much. Many different techniques can be used in telephoning, meetings and so on, and not all prove successful. If management performance is to be improved, the key questions are: which techniques work well in what circumstances, and how? There are still no sure answers.

The same applies to the catchy recommendations of today's better known gurus such as Dr Kenneth Blanchard, co-author of *The One Minute Manager* (see July 14). An example of his nostrums is: Catch people doing things right. Again a manager wanting to work better in some particular circumstances will need to know how.

Until words enabling the key questions to be answered clearly have been discovered by writers and conventional teachers—and it is now 105 years since the founding in the US of the first management school—practising executives seem unlikely to obtain enough help

from written texts and lectures. In the meantime a better hope probably lies in a strengthening of their confidence to try new ways of working.

The scope for strengthening it can be divined from a study by the American psychologist Dr Allan Katcher, who asked senior executives a nasty question. They worked in the US where management, as distinct from longer-pedigreed professional work, enjoys higher social regard than in some countries. So they perhaps had unusually good reason to feel confident.

The question was: what would you least want your subordinates to know about you? And in nearly 18 out of every 20 cases the answer was the same. The fear was that junior staff would come to know how inadequate the chiefs felt in their jobs.

One pretty consistent finding of this series of articles on the sudden and stupendous surge of interest in the works of the latest management gurus, is that it is somehow linked with an upturn in working managers' confidence. Given Katcher's

evidence of widespread self-doubt among even top executives, the guru boom's part in increasing confidence is important.

The best-selling authors play that part in more ways than by talking to the working manager in everyday language instead of lecturing down from an icy intellectual height.

They encourage executives to believe that, if they get the essentials right, they can trust their subordinates rather than have to rack their brains continually to find ways of preventing lower-rank irresponsibility. Moreover, the gurus teach that ordinary managers can get the essentials right without needing to know everything, including the statistical wizardries which some previous management writers have falsely suggested can foretell the future.

Besides increasing the confidence of people in managerial jobs today, the best-sellers may have the added benefit of raising esteem for management work among younger generations. There is evidence from the US that some of the books are being bought as presents for girls and boys still in full-time education. It is to be hoped that the same practice will spread elsewhere.

The lesson that managers can exact without knowing everything could also loosen a further blockage which, perhaps more than any other, stops individual executives from adopting better ways of working. It is organisational politics.

Since the dawn of history, manipulating power to one's own advantage has been at the heart of the managerial role. Even company chiefs can rarely operate free of the machinations going on below. If they can, their actions are still limited by the political necessities of maintaining good relations with the heads of other organisations on which their own company depends. Managing and politicking will always be inseparable.

That fact was hardly ever acknowledged by earlier pontificators. Management was portrayed as an activity in which ultimately worthwhile success could be attained only by making perfectly rational decisions founded on perfect and necessarily universal knowledge. To excel, managers would need to become virtually gods.

While the icon-like portrait no doubt only deepened most managers' feelings of inadequacy, a number seem to have tried to fit their own image to it. They tended to act as though they had the prescience as well as the omniscience to foresee in detail what their organisation must do, and the omnipotence to ensure that it did it.

It may well prove that today's best-selling authors have made their best contribution by exposing that icon as a ludicrous caricature. They stress not only that managers are merely human. They also hark back to the teaching of the forefather of the "new wave" gurus, Aristotle, who defined humans as social animals. As such, even executives have willy nilly to operate politically.

The key point was well put by Tom Peters, co-author of *In Search of Excellence* (see August 18). In an article published by the American Management Association in 1978, he said that all the powers managers have to move their organisation in fruitful directions, the most productive is the power to persuade.

If they can accept that fact, and the need to listen as well as talk to those working for them, they "can with luck and to a limited extent, grasp control of the signalling system to point a general direction and mark out limited areas of expected new institutional excellence. By adroitly managing agenda, they can nudge the day-to-day decision-making system, thus simultaneously imparting new preferences and testing new initiatives."

"And some day, in retrospect, they may be able to see themselves as experimenters who attempted to build consensus on a practical (and flexible) vision of what was possible over a five-year horizon, and through incessant attention to the implementation of small, adaptive steps, made that vision a reality."

If so, he added, they should be well content.

This is the final article in this series. Previous articles appeared on June 22, July 7, 14, 21, 28, August 4, 10, September 1 and 18. The series will be published as a booklet later in the year via the Financial Times publicity office.

Management abstracts

Franchised shops plus mail order. D. van Rossum in *Abstr. Wirtschaft* (Fed. Rep. of Germany), April 1986 (2 pages in German, English version available).

The marketing manager for Germany of Yves Rocher (cosmetics) explains how his company achieves 80 per cent of its turnover by mail order, and still gets a worthwhile contribution from franchised shops; looks also at how the two distribution channels complement each other and how conflict situations are avoided.

Global marketing: a sensible business/industrial option? G. J. McNally and W. W. Locke in *Business Marketing* (US), April 1986 (6 pages).

Two articles which cover the pros and cons of global marketing: "pro," quoting the experience of Berg-Warner Chemicals, discusses pressure of technology, reliable products and low prices as necessitating a global approach; "con," based on the operations of Armstrong World Industries (paskets), maintains that cultural differences are a large hurdle still to overcome, and recommends co-ordinated "niche" marketing.

Measuring Telemarketing Productivity. H. E. Glass and N. M. Kuhn in *Business* (US), April-June 1986 (6 pages).

Contents that telemarketing centre productivity measurement should reflect its main activities: order processing, customer service, field sales support, and account management; divides measures into process (eg calls per day), and result (sales revenue), and impact (size of field sales force). Presents case examples demonstrating starting measures applied by Rohm and Haas (plastics—order processing), Capital Preservation Fund (investment—customer service), Wrigley (chewing gum—field sales support), and C&F Air Freight (account management).

Classified advertising on prestel. C. Berman in *Computing* (UK), May 29 1986 (2 pages).

Warns of the high cost and nil effectiveness of advertising on the "Yellow Pages" section of Prestel, blaming the poor indexing system which makes it virtually impossible to find a particular advert. Notes the advent of a computerised classified advertising service (Casper) which seems a much better bet.

These abstracts are condensed from the abstracting journals published by Angus Macdonald Publications. Licensed copies of the original articles may be obtained at a cost of £4 each (including VAT and post) each with order) from Angus, PO Box 23, Wembley HA9 6DU.

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UK NEWS

GOVERNMENT STUDIES RADICAL COMMUNICATIONS PROJECTS

Private groups may run radio frequencies

BY DAVID THOMAS

THE GOVERNMENT is considering a novel plan to allow private companies to run radio frequencies on a commercial basis.

If this idea were adopted, it is thought that Britain would be the first country in the world to operate such a system. This plan for frequencies, which are used for broadcasting and communications, is likely to be one of the main conclusions of a review launched by the Department of Trade and Industry (DTI) last year.

Supporters of these proposals believe that commercial pricing would lead to quicker development of the

spectrum of frequencies for new uses, such as cellular radio.

Officials in the DTI are near the end of their review which was carried out with the help of consultants. Under the proposals, day-to-day administration of the spectrum would be removed from the department and given to two different types of organisations.

The first would be organisations which are already heavy users of radio frequencies, such as the BBC, the Independent Broadcasting Authority and British Telecom.

The second would be commercial companies set up specifically to ad-

minister frequencies not allocated to the first group.

It has not been decided how this initial allocation would be made, but it could involve an auction of frequencies or bidders submitting plans for how they would develop the spectrum.

Once the initial allocation had been made, companies administering the spectrum would be free to lease frequencies.

However, a number of issues remain unresolved, such as the implications for amateur radio users and how to ensure fairness of treatment between the different sorts of or-

ganisation which would administer the frequencies.

Civil servants are likely to make their recommendations to ministers after Christmas. However, to carry out the most radical suggestions under consideration would probably require legislation, diminishing their chances of being adopted in the run-up to a general election.

The review has also considered liberalising an important element of large companies' private telecommunications networks. These are links using radio frequencies which transmit voice and data between two sites in a company.

Centre aims to raise level of computer software engineering

BY ALAN CAME

THE UK Government is spending £5m (\$7m) in the next three years on a centre to demonstrate to industry the potential and use of software tools or special computer software which makes it simpler and cheaper to write other computer programs.

The centre, based in Manchester, was opened last week by Mr John Birtcher, Industry Under-Secretary. The aim of the Software Tools Development Centre is to raise general standards and the use of software engineering in the UK. It will give guidance to software producers and users alike of the benefits to be

gained from the use of good tools and methods," he said.

The production of computer software is seen by industry and government as a key to the UK's commercial performance in the electronics and computer-related industries.

Software tools and software engineering are attempts to put the production of software on a more scientific basis. At present, it is more craft than science, and there are serious worries about the efficiency of systems analysts and computer programmers.

Software tool suppliers have

agreed to lend their products to the centre free of charge.

Companies will be able to seek expert advice from staff at the centre and compare and contrast different tools using their own data.

At the end of three years the centre is expected to become self-supporting from consultancy and other services.

The Government is preparing a response to a report from a Cabinet committee which expressed concern over the performance of the UK software industry. It is likely to be published towards the end of the year.

New hours for drivers introduced

By Kevin Brown

SIMPLIFIED regulations on working hours for lorry and coach drivers come into force throughout the EEC today despite continuing trade union opposition.

The new rules permit an increase in maximum daily driving from nine hours to 10 and modify the system of compulsory rest breaks. They replace regulations introduced in 1969 when the Community consisted of only six member states.

The greater flexibility allowed to operators by the new regulations was welcomed by the Freight Transport Association, which represents companies with lorry fleets. The FTA said some companies operating on long-distance routes hoped to achieve cost savings by reducing the number of vehicles needed and rescheduling journeys to avoid expensive overnight stops.

The International Transport Workers' Federation, which represents drivers' unions throughout Europe, said the regulations would further weaken the "grossly inadequate" controls on working hours.

The federation said employers would be able to manipulate the rules to require drivers to work up to 12½ hours for three consecutive days followed by 14½ on the next three days.

Mr David Mitchell, the Transport Minister of State, said the regulations were a compromise package including "flexibility which the British Government would not itself have chosen."

Pay settlements 'fall to 5½%'

BY HAZEL DUFFY

PAY SETTLEMENTS in manufacturing fell to an average 5½ per cent in the third quarter, according to the Confederation of British Industry's (CBI) Pay Database.

The figure is the lowest for three years and compares with 6 per cent in the first quarter and 6½ per cent in the second quarter. But the CBI, which is conducting a national campaign among employers to settle pay claims at levels which will cut British industry's rising unit labour costs, cautions against the figure being any more than a step in the right direction.

It points out that the range of settlements remains wide and that concentration on any single figure would be misleading. One fifth of

the settlements in the third quarter were between 0½ and 7½ per cent, slightly over a quarter between 5½ and 6½ per cent, and a quarter between 6½ and 7½ per cent. The figures are provisional.

Latest official figures show that unit wage costs in manufacturing industry in the UK rose by 1 per cent in the second quarter when they were 7½ per cent higher than a year earlier.

Sir Terence Beckett, director general of the CBI, said of the latest pay settlement figures: "We shall have to do much more before we can start competing on level terms with our major overseas rivals."

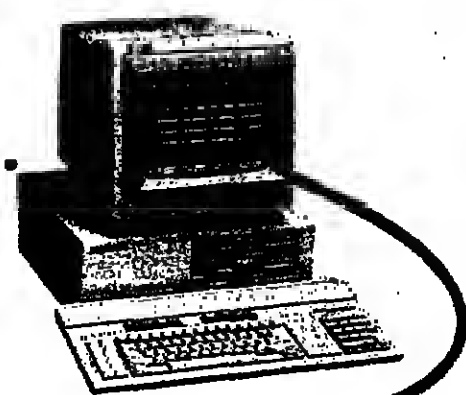
Emphasising the need for employers to strive for greatly reduced

pay settlements, he added: "Indeed, with the cost of living virtually static, companies must seriously question the need for annual pay awards, especially where productivity is not improved."

Richard Evans writes: Basic pay rates in the UK are beginning to respond to the lower rate of inflation, according to the latest salary and cost of living report by Reward Regional Surveys.

According to a survey of over 700 companies, annual salary increases were running at 6.5 per cent in September, against an inflation rate of 2.4 per cent. This compared with pay rises of 8.7 per cent in September 1985 when the inflation rate was 6.9 per cent.

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UK NEWS

TSB rush leaves only 50-50 shares chance

BY RICHARD TOLKINS

RESPONSE to the TSB group flotation has been so heavy that applicants other than preferential ones will stand no more than a 50-50 chance of receiving any shares.

Details of the response and the allocation will be announced this afternoon, but it is already clear that a ballot among the ordinary applicants, and a scaling down of the winners, is inevitable. The highest investors will be ruled out altogether.

Nearly 5m applications have been received with a cash value of over £5.5m. With 1.3m shares available at a partly paid price of 50p each, this means that the issue has been subscribed eight times.

Of the 5m who applied, some 1.25m are preferential applicants - TSB customers and employees - who were promised 50 per cent of the issue. All will receive an allocation, with those at the bottom of the scale getting as many shares as they asked for.

The TSB has said that it is impractical to have more than 3m initial shareholders, so it will be issuing shares to only about 1.75m ordinary applicants. The balance of nearly 2m will be eliminated in a ballot.

Big investors - those sending in cheques for much over £1m - will be eliminated from the allocation because they stand to lose more through the costs involved in having their cheques cashed than they would gain through their profits on a small allocation.

Applicants who are successful in the ballot will receive a proportion of the shares applied for. Since the TSB's aim is to get the issue towards the smaller investor, the proportion will gradually diminish as

the size of the application increases.

All ordinary applications will be scaled down, including those for the minimum number of shares - 400. However, the TSB is anxious to avoid the criticisms attracted by the Beithill issue, when investors received what many regarded as trivial allocations of 100-150 shares, so the minimum level will be at least 200.

Leasard Brothers, the merchant bank sponsoring the issue, calculates that the basis of the allocation will leave no successful applicant unhappy. On a conservative estimate of a 25p premium when dealings begin, someone who is allocated 200 shares will stand to make a gross profit of £75 on his or her investment, which should shrink by only about £10 after expenses.

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Labour to reject 'expensive' pay calls

By Philip Bassett, Labour Editor

A FUTURE Labour government would have to be prepared to reject public-sector pay demands if it felt that the country would be unable economically to meet them, according to Mr Neil Kinnock, the Labour Party leader.

Speaking to Labour and industrial journalists at the opening of the party's annual conference in Blackpool, Mr Kinnock's comments provide the most extensive indication so far of the policies Labour would be likely to implement to deal with the current issue of pay.

He recognised the current large gap between the increase in inflation and the rise in earnings, though he said it was hardly surprising within an economic environment created by the present Government which required people to "go out and get what they can when they can".

He stressed, too, the need to look at rises in marginal capital costs, which, he said, were dwarfing the admittedly "not unimportant" rise in unit labour costs.

However, Mr Kinnock said that it would "fully" even to attempt to specify legally enforceable pay norms in an effort to reverse the rise.

Rejecting what he described as 1980s ideas of income, he said: "I don't think governments can helpfully determine what precise levels of wages are appropriate in the private sector."

He took a different line on the 7.5m-8m direct or indirect employees in the public sector. "A government which knows it can't afford to pay more has a duty to say 'no'."

But he denied these policies were a continuation of those practised by the Conservatives, attacking the Government's insufficient use of cash limits to control pay, which had resulted in a massive misallocation of resources. Instead, through its taxation policy, a Labour Government would ensure there was sufficient income to meet justified pay needs among public-sector employees.

He repeated the theme of his address to the TUC conference in Brighton three weeks ago by stressing that it was up to union members and leaders to set the pace for changes in the level of unemployment.

Privatised British Gas would be taken back, Kinnock says

BY PETER RIDDELL, POLITICAL EDITOR

A LABOUR government would bring a privatised British Gas back under public control using broadly the same formula already proposed for British Telecom which rules out any "short-term speculative gain."

This was made clear by Mr Neil Kinnock, the party leader, in an interview with journalists on the eve of the Labour Party conference in Blackpool.

It will be spelled out more fully during tomorrow's debate on Labour's new social ownership proposals. These involve a fundamental rethinking of previous attitudes towards privatisation in favour of a greater mixture of public and private ownership.

They are expected to be overwhelmingly endorsed by the conference, despite reservations by many on the party's hard left that they represent a watering down of Socialism.

Mr John Smith, the party's Trade and Industry spokesman, believes it is right and necessary to make Labour's attitude clear well before the flotation of British Gas this November. However, the party cannot give any details of the precise plan until it knows the exact terms of the British Gas offer. Otherwise, any



Mr Neil Kinnock

Labour plan might be matched by the Government.

The formula applied will be broadly the same as that for British Telecom. This offered shareholders the choice between receiving no more than the original flotation price or new non-voting securities for long-term investors. These would offer either an increase in capital value or a secure guaranteed income.

The Government would retain

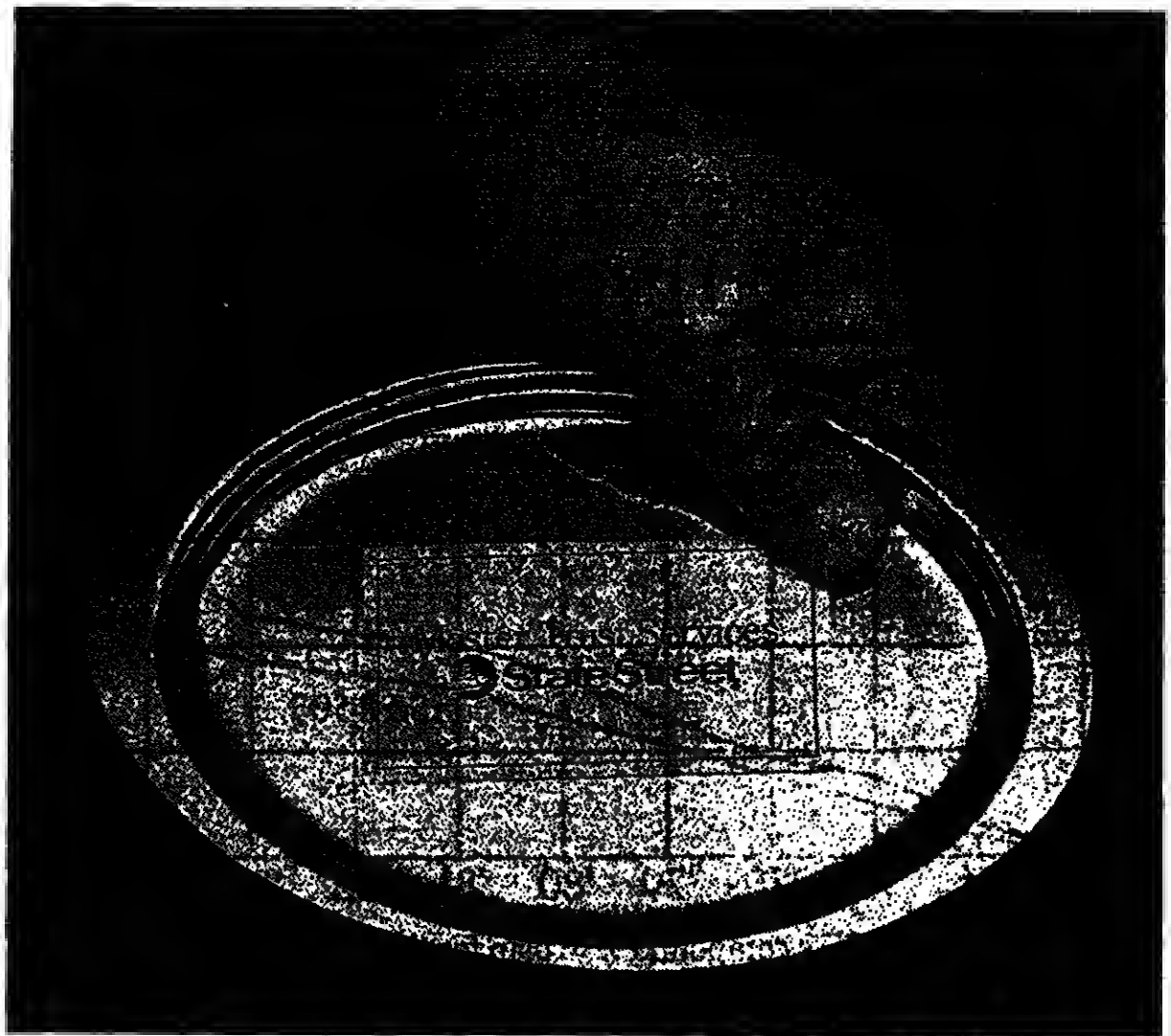
the sole voting share, but either BT or British Gas would remain a public company operating under company law.

Any coalition with Labour and other parties would be wrong both in principle and in practice, Mr Roy Hattersley, the party's deputy leader and Shadow Chancellor of the Exchequer, maintained yesterday in firmly ruling out any post-election deal with Social Democratic Party (SDP)/Liberal Alliance.

Addressing the Solidarity centre-right group, he argued that the Alliance idea of coalition offered only "the lowest common denominator, implementing a programme which everybody agreed was second-best."

His speech was clearly intended to counter the pressure which the Alliance leaders have been trying to build up on the Conservative and Labour parties to say that they are willing to talk with the SDP and Liberals in the event of no party getting an overall majority after the next election.

Mr Hattersley's main theme was that Labour was "on the road to victory" and would win an overall majority. He said that this was Labour's complicit answer to the SDP's aspirations of coalition.



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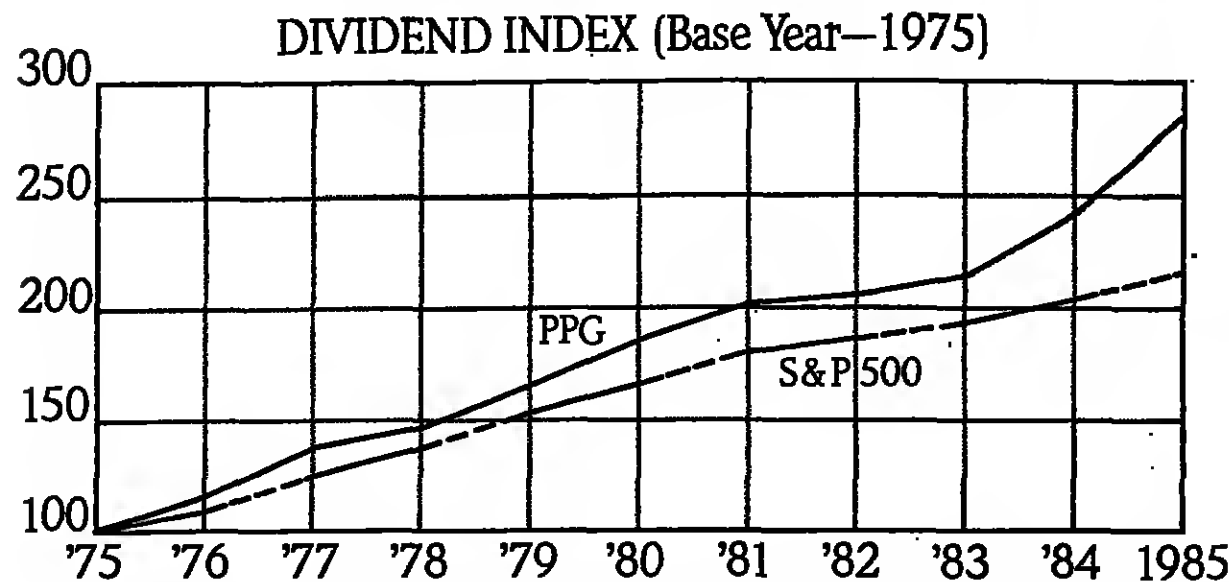
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UK NEWS

GEC and rival Plessey in joint venture talks

By DAVID THOMAS

GEC and Plessey, Britain's two biggest makers of telecommunications equipment, until recently locked in a bitter takeover battle, have begun talks which may lead to a joint telecommunications subsidiary.

GEC's £1.7bn bid for Plessey was blocked by the Monopolies and Mergers Commission last month.

Now the two companies are discussing combining some of their activities connected with System X, Britain's only large digital public telephone exchange, which both helped to develop.

The present agenda falls well short of any proposals for a joint subsidiary, but some at least of those involved hope that this could be the eventual outcome.

A merger of the two companies' overlapping interests in System X has long been considered a sensible move by industry observers and was supported by the Monopolies and Mergers Commission.

The two companies have now set up a task force to consider areas in which they could collaborate more closely in their System X activities. The task force will identify over

the next month activities where duplication of effort could be eliminated. These are likely to include purchasing, marketing and data processing.

The companies are pointing to their collaboration on the original development of System X as a model for this approach.

Senior executives in both companies believe that approaching the problem in this initially limited fashion is more likely to be successful than jumping straight into talks about a full merger of the System X activities.

New firms pitch in to the SE

By Clive Wolman

THE FLOOR of the London Stock Exchange will be more crowded this morning because of the appearance of the new market-making firms preparing for the deregulation of the exchange on October 27.

The number of firms with pitches on the stock exchange floor will rise from 19 to 28. Of these 28 will be making markets in UK equities and 12 in UK government gilt-edged securities. The building of the new hexagonal pitches has been carried out in the last few months to the evenings and at weekends.

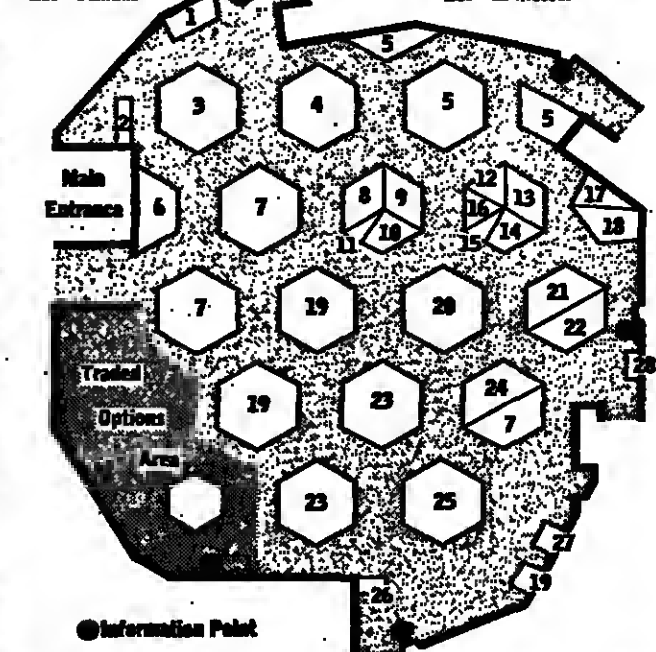
The number of market-making firms on the exchange floor is unlikely to change in the run-up or immediate aftermath of Big Bang. After the Big Bang 35 firms have registered to make markets in equities, a number which might increase slightly over the next few weeks. In the gilt-edged market the Bank of England has designated 27 firms as primary dealers.

Although there is a small amount of vacant space on the floor, few of the new market-making firms which have not taken up a pitch by today are expected to request to do so by October 27. Most will be content to deal exclusively over the telephone from their offices.

Even those market-making firms with a presence on the floor are to-day redeploying some of their staff who were formerly on the floor to

New Pitch Allocation on Stock Exchange Floor

- | | | |
|---------------------|-----------------------|------------------------|
| 1. Savory Mills | 11. Sternberg | 19. Smith Bros |
| 2. Kitch & Atkins | 12. Wood, Mackenzie | 20. Morgan Grenfell |
| 3. Citicorp | 13. Schroders | 21. Chase Manhattan |
| 4. Hoare Govett | 14. J. Capel | 22. Merrill Lynch |
| 5. County Disposal | 15. Seligman | 23. Mercery |
| 6. H. Rattle | 16. Strauss, Turnbull | 24. Phillips & Drew |
| 7. BZW | 17. Gilbert Elliot | 25. Griceon Grant |
| 8. White & Cheesman | 18. Wilson & Watford | 26. Jackson Townsley |
| 9. Greenwell | | 27. Lafay & Crickshaft |
| 10. Jenkins | | 28. L. Messel |



Information Point

offices in the stock exchange building or elsewhere. A partial redeployment was considered essential to make room for all the newcomers.

Most believe the advantages of face-to-face trading will diminish

steadily over the next few years as the investment community becomes more international, telecommunications become more advanced and the price information and settlement systems become entirely electronic.

Reparation scheme planned for markets

By David Lascaille

A CENTRAL compensation scheme for investors using the City of London markets after the Big Bang is being proposed by the Government.

Tomorrow the Department of Trade and Industry (DTI) will table an amendment to the Financial Services Bill. This would give the Trade Secretary powers to lay down rules for a scheme to compensate those who lose money if an authorised investment institution deals fraudulently or goes bankrupt.

The DTI's move comes in response to concerns that the schemes being set up by individual self-regulatory organisations (SROs) in the City may not all be adequate or offer similar levels of compensation, but the proposal has encountered hostility from the Stock Exchange whose compensation scheme is the best developed to the City.

A spokeswoman for the Securities and Investments Board (SIB), which has been set up to oversee the City's self-regulatory apparatus, said yesterday that the board supported the proposal. "Some form of scheme that offers equivalent compensation must be the central plank on investor protection," she said.

As it stands, the Financial Services Bill does not provide for a compensation scheme although the SIB's rule book talks of the need for one. One consideration that prompted the DTI's move was its decision this summer to grant SROs immunity from legal action. This concession, it was felt, needed to be balanced by a measure to strengthen the SROs' accountability.

The manner in which a scheme would be funded and the maximum levels of compensation will be a matter for discussion. The SIB has already publicly proposed a £30,000 limit, which it considers to be as high as is practicable to cover most of the needs of small investors.

Although all SROs would have to join the scheme, they would still be allowed to make their own arrangements for higher compensation if they wished. The concern in the Stock Exchange is that its members could end up providing compensation for less well-regulated segments of the market.

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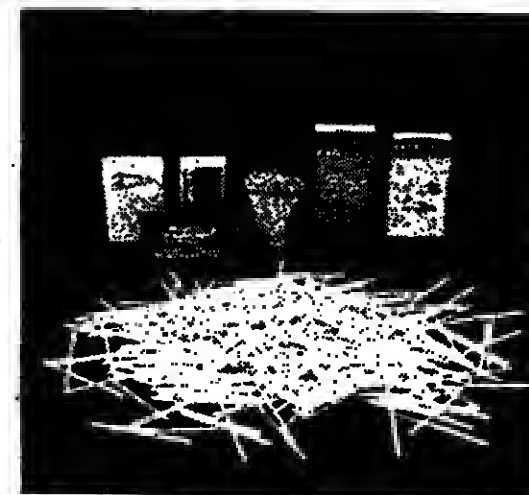
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UK NEWS

Chink in Whitehall's secret curtain

THE PARLIAMENTARY lobby is one of those quintessential British institutions which has survived a century but is now under challenge - like other Victorian restrictive practices, such as the Stock Exchange, the Law Society and Lloyd's, the London insurance market.

Paradoxically, the inspiration for the changes is not a Thatcherite belief in sweeping away existing institutions, but rather a revolt against the practices of one of British Prime Ministers, Mrs Margaret Thatcher's key advisers.

The point of issue is the way that the Prime Minister and the Government brief political reporters. In Britain, unlike the US and most continental European countries, the Prime Minister's press secretary talks to journalists anonymously, but the Guardian newspaper is now challenging this convention.

The lobby consists of journalists based at the Palace of Westminster, who report on the background to the scenes in the Cabinet, and among politicians. These journalists are distinct from the gallery reporters who cover debates in the chambers of the Commons and the Lords.

Membership of the lobby is a result of inclusion on a list kept by the Sergeant at Arms, who is chief administrator of the House of Commons. This was initially in the 1880s, and still is, primarily to control the number of journalists in the Members' Lobby outside the chamber, and in certain other private corridors and bars where MPs meet.

It is this informal access to politicians which is the main advantage of lobby membership. The controversy arises over a different, and more recent aspect - the twice-daily briefing of the lobby as a whole by Mr Bernard Ingham, the Prime Minister's press secretary. He has served Mrs Thatcher since just after the 1979 general election.

These briefings are unattributable, which means that a spokesman's comments are reported in a way which does not identify the source. This leads to the use of a variety of euphemisms such as "Downing Street (or senior officials) believe..." or "ministers think..."

This system is open to abuse helping the Government set the political agenda and can make life too easy for journalists, but that depends on the journalists. Mrs Thatcher has, at times, indirectly floated through her spokesman criticism of rebellious ministers which she would not utter publicly.

The Guardian has proposed that its reporters should identify the source of the briefings as either a Downing Street spokesman, or as Mrs Thatcher's press spokesman. Mr Ingham has no proposals for change, and it is a matter for the committee of the lobby which is urgently considering the matter.

The timing of the Guardian's move has been influenced by the launch of the Independent newspaper in a week's time, because the Independent is proposing to boycott

Peter Riddell explains why pressure is growing for a change in the way the Government feeds sensitive political information to journalists.

these unattributable briefings. In practice, the Guardian proposal is not radical since there have been several changes recently. Under the pressure of a reform-minded lobby committee it was agreed last year that briefings by the leaders of the Labour and Alliance parties would be attributable. Mr Ingham declined to go along with this idea in view of his position as a civil servant.

There have also been informal changes as the old cosy and secretive atmosphere has broken down and the lobby has grown in size and become younger. The previous rules of non-attribution had been steadily eroded by increasing reference to Downing Street or government officials.

The controversy is more of symbolic than actual importance because much of the information in political reports in this and other newspapers do not come from such briefings.

Yet, the continuation of the lobby system (and by this is generally meant the briefings) has assumed importance in the broader debate over government secrecy and freedom of information. The culture of Whitehall and the Civil Service in Britain is still dominated by the principle of the need to know rather than of the right to know.

Outsiders, including the press, are regarded with suspicion, and all

information is carefully sifted. Currently, the lobby system provides a way through this wall of secrecy. The information provided by spokesmen such as Mr Ingham is naturally intended to suit the Government's case because that is his job and it is up to the journalists to put it into context.

Putting such briefings on the record will, however, make little difference to the general bias towards secrecy in Whitehall. The British system is also compared unfavourably with the briefing of political reporters in other countries. For instance in the US, Mr Larry Speakes appears in front of television cameras as President Ronald Reagan's spokesman while in West Germany the Federal Chancellor's spokesman attends Cabinet meetings. But in Britain, Mr Ingham does not attend the weekly Cabinet and is briefed either by Mrs Thatcher or by her private secretary.

The extent of openness overseas should not, however, be exaggerated. Many Washington insiders are often carried out through rival off-the-record briefings of journalists while many of former Secretary of State Mr Henry Kissinger's ideas were floated through the transparent device of only being referred to as a high state department source or official.

In Britain, the parliamentary lobby is unusual only in its prominence. There are parallel groups of other specialist journalists covering, for example, the Foreign Office and the Ministry of Defence, and they are arguably even more dependent on a single source or a more limited number of sources than those working in the adversarial world of Westminster.



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Keep Britain Tidy Group

Patrons: Her Majesty Queen Elizabeth the Queen Mother

Message from the Secretary of State for the Environment

We are all aware of how unattractive and dangerous litter is and how it makes our surroundings less pleasant. It can affect each one of us, either in the cities, towns and villages where we live and work, or on the beach and in the countryside when we relax. Litter is also costly to clear up. The fact is that litter is unnecessary. We create it ourselves through thoughtless actions and careless habits which could be avoided by more consideration.

It is difficult to persuade people to assume responsibility for their waste, and it is in this regard that the Keep Britain Tidy Group makes an invaluable contribution. Their Community Environment Programme offers a comprehensive approach to litter abatement and involves all sectors of the community in tackling the root of the problem by aiming to change attitudes. The past year has shown the Group's continuing success in encouraging local authorities to adopt the well-known Programme. This success owes much to the use of the Group's staff employed under their Community Programme Agency with the Manpower Services Commission.

It is encouraging to record other achievements. The Beautiful Britain Campaign has again attracted more support and participation from local authorities, voluntary organisations, industry and commerce; and this year has seen the publication of the Group's latest research report on litter.

I can truly say that the Keep Britain Tidy Group is an excellent example of how organisations can assist Government in its task, and indeed how, through the efforts of a number of dedicated staff, the goodwill and enthusiasm of others can be harnessed to help eradicate the unpleasantness of litter from our society. However we should not be complacent. Our streets and public places flourish and there is still much work to be done and I wish the Group success in the coming 12 months in extending the take-up of the Community Environment Programme and through their involvement in wider environmental initiatives.

Nicholas Ridley *Nicholas Ridley*

The CBI says "Clean Up - it's Good Business"

Please consider contributions and joint sponsorship schemes

Keep Britain Tidy Group, Royal House, 37 West Street, BRIGHTON BN1 2RE
Tel: (0273) 235855. Registered Charity No. 205976.

* Extracted from the Group's Annual Report 1985/86.

East Daggafontein Mines Limited

Incorporated in the Republic of South Africa

Group interim report

30 June 1986

The directors announce the following audited consolidated results for the six months ended 30 June 1986.

	Six months ended 30 June 1986	Six months ended 30 June 1985	Twelve months ended 30 June 1986
	1986	1985	1986
Revenue	1 387	886	2 021
Interest received	5	278	200
Other	1 280	1 159	2 221
Expenses			
Administration	522	386	976
Depreciation	827	1 072	2 616
Interest	1 434	1 489	3 522
Income (loss) before taxation	(644)	(254)	(1 271)
Taxation	54	178	322
Income (loss) after taxation	(618)	(432)	(1 593)
Loss attributable to ordinary shareholders	127	—	238
Dividends			
Interim dividend	(81)	(473)	(1 311)
Final dividend	204	2 841	2 943
Net income	113	2 468	1 902

Notes:
1. The action of the one million ten per cent share issue at East Daggafontein division is proceeding satisfactorily and the plant is scheduled to be commissioned in early 1987.
2. On 31 May 1986 option holders subscribed for 23 611 shares in the company at 17 pence.
3. During the period the company exercised its right to acquire one million shares in East Daggafontein Gold Mines Limited at 17 pence.
4. The company's exploration subsidiary, Rand Extension & Exploration Limited, has acquired an interest of 8.52% in Panchafontein Gold Mines Limited, recently listed on the Johannesburg Stock Exchange.

On behalf of the board
A.H. Louche
Chairman
C. van der Merwe
Director
26 September 1986

Registered office
15 Glen Road
Pretoria, 2193
Transfer secretaries
148 General Highway
Glenview
6th Floor
94 Panchafontein Street
Johannesburg, 2001

Olivetti poised to boost microchip research

BY PETER MARSH

OLIVETTI, the Italian electronics group, plans to expand long-term research with the setting up of three new laboratories in Britain and the US.

The UK base, in Cambridge, north of London, was recently opened. Two more research centres are planned for next year in California and in the Boston area.

The laboratories are part of a new strategy for long-term research that Olivetti directors are due to finalise by mid-October.

Dr Hermann Hauser, the Olivetti vice president responsible for re-

search, said the three new laboratories would give Olivetti "a higher profile" in scientific research and development.

Dr Hauser is the former chairman and founder of Acorn Computer, the Cambridge-based computer company in which Olivetti took an 80 per cent stake last year.

The three laboratories will be in addition to three existing research bases run by Olivetti in Italy at Ivrea, Turin and Pisa. These centres, complemented by other laboratories concerned with product-oriented research, employ about 150

Expansion forecast for machine tools market

BY NICK GARNETT

THE UK market for machine tools is forecast to rise next year 14 per cent above the expected sales level for 1986, according to a study by the London Business School.

The forecast, which also predicts steady growth in the market into the 1990s, is much more optimistic about growth than British machine tool companies themselves have been in recent months.

The market this year has been relatively flat with the business school predicting total sales by the end of the year just 7 per cent up on 1985 at constant prices.

The business school, which has produced the forecast for the Machine Tool Trades Association, expects the UK market to total £788m next year.

Dr Sean Holly of the business school is also predicting steady growth from 1987 onwards, with the UK market exceeding £1bn in 1988 and £1.3bn by 1991.

"In constant 1980 prices this represents not only a return to the levels of 1979 but a rise of over 200 per cent on the low point of 1983," the association said yesterday.

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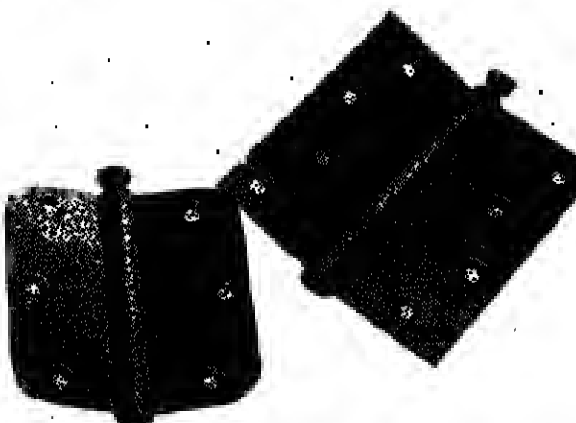
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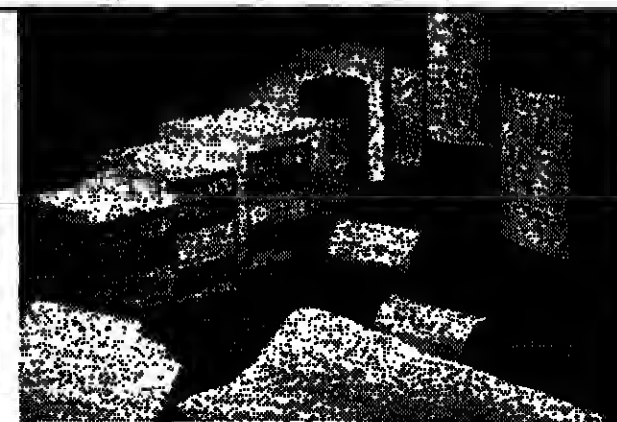
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Notice to holders of the Warrants («A» and/or «B») under the 6½% US\$ 75 million Guaranteed Notes with Warrants 1985-90

We refer to the 2½% subordinated Bonds issue with Warrants 1986-88 of Swiss Volksbank and the corresponding notice to the Warrant holders of August 21, 1986.

In accordance with the Terms of the Notes as specified in the Description of the Warrants, the exercise price per Warrant for one Swiss Volksbank Share of Sfr. 500 nominal amount was adjusted as follows:

Warrant A from Sfr. 1894.- to Sfr. 1848
Warrant B from Sfr. 1994.- to Sfr. 1948

The adjusted exercise prices are effective as of September 29, 1986.

September 29, 1986

Swiss Volksbank
Finance (Cayman Islands) Ltd.



Trawl of private sector for ECGD job

By Christian Tyler

THE GOVERNMENT is inviting people from the private sector to apply for the job of running the Export Credits Guarantee Department (ECGD) when Mr Jack Gill, a career civil servant, retires at the end of the year.

It is one of the most senior government jobs to be put on the open market and the first time that the ECGD has looked outside for a secretary. Last year an industrialist, Mr Peter Levene, was appointed head of defence procurement at the Ministry of Defence.

The Government is ready to pay more than the £41,500-£43,500-a-year salary that goes with the ECGD job to the right person from the private sector. It sees the appointment as a three or four-year contract, perhaps on secondment, to begin with. Civil servants are also free to apply.

An internal re-organisation of the department, including outside appointments, is already under way to make it more competitive and efficient. The ECGD, one of the largest export credit insurers in the world with a risk portfolio of £20bn, has, in common with others, been hit hard by developing country debt arrears.

Contractors suffer from decline in business with Middle East

BY JOAN GRAY, CONSTRUCTION CORRESPONDENT

THE PROBLEMS of the John Howard Group, which decided to go into receivership last week, arose partly from difficulties in the Middle East. A large amount of its business is concentrated there.

John Howard, a medium-sized civil engineering company, specialises in coastal protection work, including sea walls, harbours and causeways. It has been affected by fewer orders and delays in payments resulting from the impact of lower oil prices on Middle East producers.

The problems for British contractors in the Middle East began to emerge clearly in February last year, when Henry Boot and W.S. Try put their joint venture, Inby-

set up to build a £25m zoo in Saudi Arabia - into receivership.

The difficulties for contractors of declining oil revenues and delays in payment were compounded by growing competition from local contractors and from less expensive international construction companies. The problems have continued to worsen, leading to a severe decline in work by British contractors.

The value of contracts awarded to civil engineers alone has declined from £765m in 1982-83 to £535m in 1984-85.

The figures for 1985-86 are due any day now, but from the feedback from our members they are certain to show a further fall of about 20 per cent as a result of the downturn in oil production, the

growing proportion of work going to local contractors, and the fact that the infrastructure is more complete," said Mr Gareth Thomas, the Export Group's assistant director.

Two of Britain's biggest contractors, Laing and Wimpey, have had severe problems. Early this year, they put their Saudi Arabian joint-venture company, Laing Wimpey Alreza, into liquidation after non-payment of more than £16m for work on major projects.

Several contractors are, however, continuing to work successfully in the area.

Trafalgar House company Cementation International has just completed the £225m Sultan Qaboos University in Oman.

Electrical equipment output up 10% in year

By Terry Dodsworth

PRODUCTION of industrial, electrical and electronic equipment rose 10 per cent last year to £12.78bn from £11.68bn in 1985.

According to the Federation of British Electrotechnical and Allied Manufacturers Association (Bema), exports for the year totalled £4,980m against £4,200m in 1985, representing 39 per cent of output, or an increase of three percentage points on the previous year's export performance.

Bema manufacturers, whose products exclude electrical consumer durables and computers, generated a favourable trade balance in the year of £519m against £338m in 1985. Exports amounted to £4,980m and imports to £4,470m.

Bema said a separate study of the UK measurement and control industry showed that it had been growing in real terms at a rate of 4.8 per cent for the past five years.

Annual production in this sector was running at a rate of £22bn a year, the survey showed, and growth was expected to continue at a rate of about 3.5 per cent over the next few years.

Companies free to register logos

BY LISA WOOD

ABOUT 6,000 service companies in the UK are expected to apply to register trade marks for services when it becomes legally possible to do so on October 1.

Before the introduction of service trade mark legislation it had been possible only to register trade marks for goods. A registered trade mark is a monopoly granted by the state for a name or logo in relation

to a specified product or products.

It has been possible to register trade marks for goods in the UK since 1875, but Britain has been slow to revise the legislation to include services, according to the Novamark/Interbrand group, the brand name development business.

There has been an anomalous situation whereby Vidal Sassoon, for example, could register this name

for shampoo but not for hairdressing services. Also, organisations such as Visa, Access, Hertz and Prudential have not been granted the trade mark protection in their brand names which the state has afforded to traders in goods.

The EEC is soon to set up a European Community Trade Marks Office expected to be operational by 1990.

Safety fears for industry

BY OUR LABOUR STAFF

THE ACCIDENT rate in British industry will continue to rise unless trade unionists take action to improve health and safety at work, the Trades Union Congress (TUC) says.

In a set of guidelines for safety representatives and safety committees, published today, the TUC says that government cuts in the number of health and safety inspectors mean that workers will have to

play more of a role in ensuring employers meet health and safety standards.

"There are plans to relax health and safety laws and to lift alleged health and safety 'burdens' from small firms. In reality, however, it is workers who will have to bear the burden in the form of more injuries and ill health caused at work," the guidelines say.

BRITISH COAL. THE SHORT CUT TO LONG TERM STABILITY

Bowater's papermaking site in Kent is one of the largest in Europe. It is also a fine example of a company reaping the benefits of relying on British Coal for its energy needs.

The Kent mills produce a portfolio of papers ranging from quality gloss-coated grades through computer and business to towelling and packaging. In the process, the company consumes around 250,000 tonnes of coal a year.

"Paper is a very competitive business facing intense competition from overseas" says Ted Drake, Purchasing Manager - Supplies. "And energy is a major cost. Oil has a history of volatile pricing and even though costs look attractive at the moment, it's anybody's guess what will happen in the next few months. On the other hand, prospects for coal remain excellent - based on stable, competitive pricing and security of supply."

Bowaters, like many other forward-thinking companies have chosen British Coal when it comes to an important investment in the future.

Act now for real help with conversion costs

A Government Grant Scheme currently supports conversion to coal by providing up to 25% of the eligible capital costs.

Loans at favourable terms (including deferred repayments) are also available from the European Coal and Steel Community.

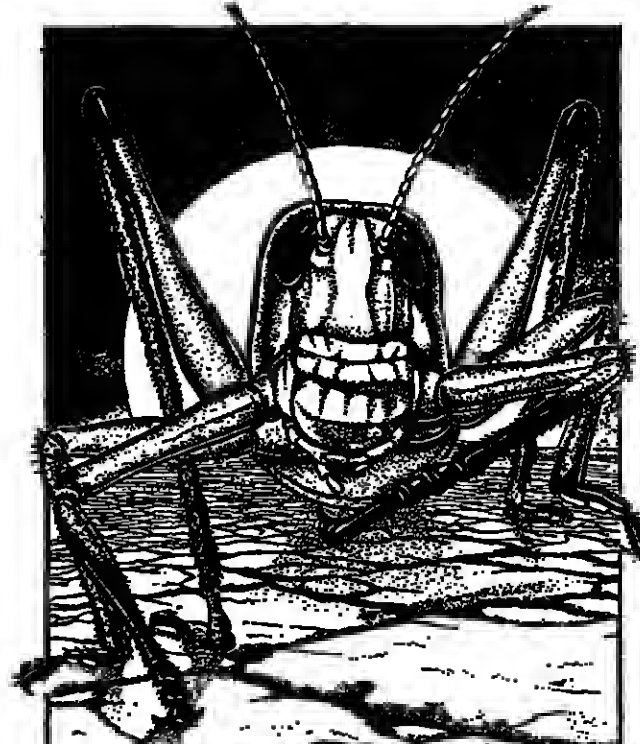
The Plant and the technology

Industrial requirements can be met from a comprehensive range of packaged or purpose designed units with a variety of boiler and furnace types and ratings. Modern coal plant is fully automatic with completely enclosed handling - a concept that

meets both the economic and aesthetic needs of the UK's leading industrial companies.

A final word from Malcolm Edwards, British Coal's Commercial Director: "No other source of energy can match British Coal's supply and pricing profile. The Government Grant Scheme, which isn't due to end until mid-1987, can make converting to coal one of the soundest investments your company has ever made. The time to talk is now."

British COAL NOW IS THE TIME TO
CONVERT TO BRITISH COAL



The face of the killer devouring Africa

At this moment plagues of locusts and grasshoppers are swarming across the African continent, destroying precious food crops. Swarms of up to 40 billion locusts are feared, able to eat 80,000 tonnes of crops each day - enough to provide food for almost 14 million people for a year.

If the locusts aren't checked now, the results can be catastrophic - more crops destroyed... widespread famine that could last for years... fertile fields turning to desert. Oxfam has already rushed pesticides and spraying equipment to stricken areas. But much more action must be taken by Oxfam and the wider world community to control the locusts, to seed for new crops and provide food for the hungry. The need is desperate - please send your donation today.

Oxfam has made a start

- 6000 lbs. of pesticide for Chad; cost: £26,624
- 4 Land Rovers & spray equipment for Ethiopia
- 13,000 lbs. of pesticide spray & protective equipment for the Horn of Africa; cost: £210,131 incl. airfreight.

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So while we pause today for a little cheerleading, tomorrow, it's back to work on the second trillion.

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UK NEWS

Television sector 'decently profitable'

By Raymond Snoddy

FINANCIAL PROSPECTS of independent television companies have undergone a significant transformation, according to a review by stockbrokers Kleinwort Greaves.

ITV is becoming a decently profitable commercial business rather than an over-regulated branch of public service broadcasting, said Mr Luke Johnson, a media and communications analyst at Kleinwort Greaves and one of the authors of the review.

ITV shares have traditionally been seen in the City of London as yield rather than growth stocks because of a reputation for over-regulation and the possibility of franchise loss. The rejection of advertising on BBC television by the Peacock Committee, the present dramatic upsurge in advertising revenue and the likelihood of an extension of franchises beyond 1989 have transformed the outlook.

"ITV companies in reality offer excellent growth prospects, and their ratings should reflect this," Kleinwort Greaves argues. At the moment, typical ITV ratings are eight times prospective earnings compared with the FT Industrials average of 13.5. This gap is likely to narrow, the stockbrokers argue.

Kleinwort Greaves recommends three of the 13 quoted ITV companies, Scottish, Television South and Ulster, as "strong buys" and a further nine as "buys." Television South West is rated a "strong hold."

The review also makes clear that three quarters of the ITV companies have benefited from the recent changes in law - the special tax on ITV profits. The levy rate, after a free allowance of 10 per cent, has fallen from 68.7 per cent to 45 per cent on domestic profits although a levy of 22.5 per cent was imposed on foreign sales. ITV will gain at least £4.6m from the change, Kleinwort estimates.

The stockbrokers also highlight the wide differences in the average turnover per employee in the ITV system - largely because of the different programme-making responsibilities of large and small companies. The average figure for Thames, the largest ITV company, is £33,397. Yet for Television South, one of the five big network companies, the figure is £11,497 per employee.

Flour millers predict tight market for grain despite good harvest

By Andrew Gowers

LOUR companies, which suffered from last year's poor-quality harvest, are predicting that the market for grain of milling quality will be tight again this year, despite an abundant crop.

The Ministry of Agriculture has forecast a total grain crop of 25m tonnes this year while a survey conducted by the National Farmers' Union yielded a figure of 24m tonnes. Both figures suggest the second-largest harvest on record, following the bumper crop in 1984.

However, a leading flour-miller, which asked not to be named, has said that harvest this year is "very patchy." Protein content - an important measure for milling wheat - is down from last year, which was itself of relatively bad quality, it says. In Scotland, the harvest is far from complete and looks particularly

poor, chiefly as a result of the recent Hurricane Charley.

This is ominous news for the millers, who had to spend large amounts importing wheat from outside the EEC last year to supplement home-grown grain. Flour and bread prices rose quite sharply as a result. The flour-millers appear to be trying to prepare public opinion for the possibility that bread prices will stay up this year.

Companies in the £1bn-a-year flour-milling industry include Allied Mills, Bakers Hovis McDougall and Squires. The quality of the UK cereals harvest is one of the key factors in their profitability.

Another factor which will limit the availability of UK grain this year is the poor harvest in France and Spain, which have suffered from a severe drought.

GROWING OLD



THE HARD WAY

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"HELP THEM GROW OLD WITH DIGNITY"

NOTICE OF REDEMPTION

To the Holders of

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7% Debentures Due 1987

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated as of November 1, 1972 providing for the above Debentures, \$1,700,000 principal amount of said Debentures have been selected for redemption on November 1, 1986, through operation of the mandatory Sinking Fund at the redemption price of 100% of the principal amount thereof, together with accrued interest thereon to said date, each in the denomination of \$1,000 bearing serial numbers with the prefix letter "M" as follows:

DEBENTURES BEARING THE DISTINCTIVE NUMBERS		ENDING IN ANY OF THE FOLLOWING TWO DIGITS:	
00	01	02	03
04	05	06	07
08	09	10	11
12	13	14	15
16	17	18	19
20	21	22	23
24	25	26	27
28	29	30	31
32	33	34	35
36	37	38	39
40	41	42	43
44	45	46	47
48	49	50	51
52	53	54	55
56	57	58	59
60	61	62	63
64	65	66	67
68	69	70	71
72	73	74	75
76	77	78	79
80	81	82	83
84	85	86	87
88	89	90	91
92	93	94	95
96	97	98	99

ALSO OUTSTANDING DEBENTURES OF PREFIX "M" BEARING THE FOLLOWING NUMBERS:

00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99
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On November 1, 1986, the Debentures designated above will become due and payable in such coin or currency of the United States of America as at the time of payment shall be legal tender for the payment of public and private debts. Said Debentures will be paid, upon presentation and surrender thereof with all coupons appertaining thereto maturing after the redemption date, at the option of the holder either (a) at the corporate trust office of Morgan Guaranty Trust Company of New York, 138th Floor, 30 West Broadway, New York, N.Y. 10015, or (b) at the main offices of any of the following: Morgan Guaranty Trust Company of New York in Brussels, Frankfurt/Main, London and Paris and Banque Generale du Luxembourg in Luxembourg. Payments at the offices referred to in (b) above will be made by check drawn on a bank in New York City or by transfer to a dollar account maintained by the payee with a bank in New York City. Such payment made by transfer to an account maintained with a bank in the United States by the payee may be subject to reporting to the United States Internal Revenue Service (IRS) and to backup withholding of 20% of the gross proceeds if payee not recognized as exempt recipient for the purpose of the reporting requirement. The payee is not a United States person or an individual who is not a United States citizen or resident for tax purposes. Those holders who are required to provide their correct taxpayer identification number on IRS Form W-9 and who fail to do so may also be subject to a penalty of \$50. Please therefore provide the appropriate certification when presenting your securities for payment.

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Dated: September 29, 1986

HILTON INTERNATIONAL CO.

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7 3/4% Guaranteed Debentures Due November 1, 1987

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated as of November 1, 1972, providing for the above Debentures, there will be redeemed for account of the Sinking Fund on November 1, 1986 (the "Redemption Date") \$2,990,000 principal amount of the 7 3/4% Guaranteed Debentures Due November 1, 1987 (the "Debentures"), at the redemption price of 100% of the principal amount thereof plus accrued interest to the Redemption Date.

The serial numbers of the Debentures which have been selected for redemption (each bearing the prefix letter "M") are:

33	2270	3087	5323	6992	7622	8467	9261	10128	10876	12090	13377	14629	15544	20984	21890	26228	27209	28966
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THE ARTS

Architecture/Colin Amery

ROH plans merit full support

The slow renewal of the nation's cultural institutions gathered momentum last week with the announcement of the complete refurbishment and enlargement of the Royal Opera House, Covent Garden, and the development of the Tate Gallery into a cluster of new museums. The preparations for the Tate of the North continue at the magnificent Albert Dock in Liverpool.

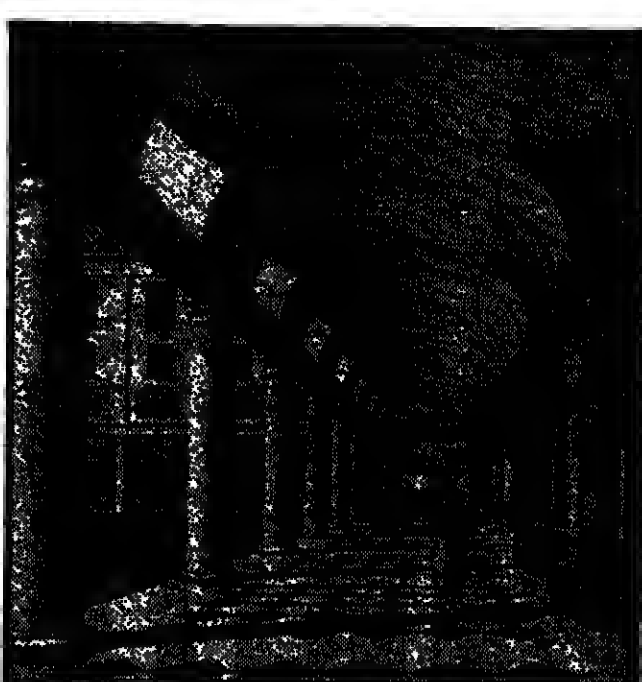
The development of the Tate into a huge patchwork of museums for different elements of the collection is an incredibly ambitious project and one that will be entirely dependent upon private funds. However, the Tate has been planning by James Stirling, Michael Wilford and Associates and is architecturally exciting, following the approach adopted for the Clore Gallery soon to open at the Turner Museum.

As the Tate Gallery proposals are all dependent on very long-term private fund raising, it seems more topical to look at the plans for the Royal Opera House, about to be considered for planning permission. Not that the Opera House is the money for its scheme, but as it is a mixture of commercial and cultural uses there is a short-fall only of some £20m; that, it is hoped, will be found from private sponsors.

The architects for the Opera redevelopment are Jeremy Dixon and William Jack of the architectural practice Jeremy Dixon/BDE. They were selected by an international competition in 1984. The proposals can be seen in an exhibition of models and drawings and some specially commissioned paintings by Carl Laubach on show in James Street behind the Opera House, daily except Sundays.

The Covent Garden plans involve a considerable redevelopment of a corner of the city, including Jones Piazza, the Floral Hall, properties owned by the Opera House on James Street, Floral Street and Long Acre. It is a complex piece of stitching and addition. It has two main purposes: to modernise and refurbish the Opera House front and backstage, and to provide shops and offices that will pay for most of the redevelopment.

Looking at all the diagrams and those phased maps beloved of all developers, and considering the size of the site and the awkwardness of this tight corner of London, it would be a perfectly sound reaction to ask: why not demolish the present Opera House and start again? Or sell up and move the whole operation to the South Bank? Why not do what the Met did in New York and make the Royal Opera House the centre of an urban renewal project—a Lincoln Center in Docklands?



View in the arcade looking towards the new opera house entrance

In fact the proposals are much cleverer and more subtle than the more obvious ways of redevelopment. The architects and their clients have created a scheme that heals the remaining gashes in Covent Garden and respects the widespread affection that exists for the present 1858 E. M. Barry theatre. Quite rightly everyone has realised that one of the best things about going to the opera is the sheer red and gold tiered richness of the Victorian auditorium. There may not be enough leg room in the stalls and the rakes may be inadequate, but the theatre is comfortable house in Europe, and to enter it is always to enjoy a moment of cosy richness.

There are many glories in the new plans that will enhance this pleasure: a new entrance from a new arcade in the Piazza will supplement the Bow Street entry; a new double spiral staircase, wide and handsome, will serve all levels of the theatre and at its foot will be plenty of much needed parking space; and the roofs of the new arcades will offer the opportunity for landscaped terraces beneath pergolas at a high level above the Piazza.

What of the architecture? If you imagine yourself standing in the centre of the Piazza you will see (on what is now City of London) a stone-faced five-story plain classical building with a fine Doric colonnade at its base. The

arcades are double height barrel-vaulted spaces. The square openings that pierce the vault let the light in, Uffizi-style. This is the most satisfactory architectural treatment in the scheme. Other elements, particularly the curved entrance to the offices on Bow and Russell Streets, are full of present day architectural uncertainty.

What is right and effective is the decision of the designers to treat different elements of the scheme in different ways. In true London fashion Jeremy Dixon sees the point of the central amalgam of different styles.

It must be said that as a subtle plan for an historic and important part of the capital, this scheme cannot be faulted. It manages the delicate balance of act of culture and commerce in a way that makes nonsense of the creation of artistic ghettos. Covent Garden's attraction has always been the clash of opera and the workaday world.

Circle/St John's, Smith Square

Dominic Gill

Friday's concert presented by the Society for the Promotion of New Music by Circle (the instrumental sibling of Sing Circle) and conducted by Gregory Rose fell between two stools—it was neither the characteristically adventurous programme of a Circle concert proper, nor for that matter, typical of Sing Circle for new and unknown composers (the programme was cautious, middle-of-the-road, and only three of the six works on it were first-time premieres). All of the pieces, however, had the virtue of brevity: Robin Grant's *Dumbshow* was a lively, colourful essay for six instruments, 10 minutes long, with a firm grasp of simple, economical instrumental combinations. David Sutton-Anderson's (b. 1956) *Suit of the Falcon* for flute, oboe and E flat clarinet

lasted a mere three minutes, and was perhaps the evening's most original offering: brief and to the point (no programmatic link was declared with Gorky's violent symbolic story of the same name), with pungent Stravinskian undertones.

Songs of a Just War for soprano and six instruments by James MacMillan (b. 1959) sets texts by Neruda, the Scottish poet William Soutar and the modern Chinese poet Tuou-ti-tan. There is some lively and arresting invention (I specially liked the recurring percussive motif in the Neruda setting); but the dramatic impetus flags about half way through—perhaps some tightening up, and some judicious heightening of colour, could still be worthwhile.

Barry Miller's *Harp Sketches* are a genial collection of little

studies for solo harp, rather more rewarding to study and to play, should guess, than to hear. E. J. Van Zandt's *El Oro de los tigres* sets six tiny Jose Luis Borges poems in the style of the Japanese *tankas* for soprano, clarinet, cello and harp: a pleasing idea, unconvincingly executed. The score looks nice. Fragments of *Ras* for soprano and four instruments (including bass clarinet and soprano sax) is not one of the strongest works of the talented Mexican composer Javier Alvarez, who now works in London: around eight minutes long, it is a studentish essay, decent, well made, but uncharacteristically careful, low-key and unadventurous. Good, accurate playing by and large from the ensemble; strong performances from the two sopranos Eileen Hulse and Nicole Tibbels.

The Mikado/Coliseum

David Murray

No opera-lover is going to begrudge the English National Opera a popular money-spinner—wider benefits accrue from a lucky hit. Jonathan Miller's new version of the Mikado ought to do nicely: it is almost as funny as the original, and musically it is cast for the first part of the run, at least, from strength. It doesn't try so frenetically hard as David Pountney's *Chamberlain* to show did last year, and with the asset of superlative diction from everybody—the comedy reaches better into the big auditorium.

As you will have heard, Miller has jettisoned all the jargonistic, ill-reasons, I take it, that no real Japan past or present has anything to do with the comic tale (and besides, mock-Japanese costumes are costly). Instead he has turned, logically and inconsequently, to another irrelevant and irrelevant. What is to be made of this? Stefano Lazaridis' handsome single set is a between-the-wars Grand Hotel fantasy in white (a touch of a place with the current "country house" style that one suspects some thrifty cannibalisation). The one little splash of colour is the Japanese landscape we glimpse through the hallways in a decaying antechamber.

In black, grey and white the chorus are lounge lizards, grandees, bellhops and maids. The principals are—well, simply the principals. Miller wastes no time on plays-thin-a-play (the) dressed in period with an extra degree of fantasy. Eric Idle's Lord High Executioner has a link commercial-traveler look, and a few other marginal notes. Some two or three scenes go a trifle flat for want of new visual ideas. But the cast drives the story along, and

Bright Young Things, as surely they always were. The choreographer Anthony van Laast sets his rugged bellhops and part maids to 1820s-musical-expanding, with the Mikado ought to do nicely: it is almost as funny as the original, and musically it is cast for the first part of the run, at least, from strength. It doesn't try so frenetically hard as David Pountney's *Chamberlain* to show did last year, and with the asset of superlative diction from everybody—the comedy reaches better into the big auditorium.

The juvenile leads are bouncy Bonaventura Botone, a Nanki-Poo in co-represented shoes, and Lesley Garrett as the precocious Yum-Yum. They sing delightfully, and they sell from Miller's dislocation: when Gilbert's dialogue is too ponderous, they deliver it with arm's-length distaste. As Pish-Sing and Peep-Bo, Jean Rigby and Susan Bullock give ripe, sexy support with the expected St Trinian's touches.

By contrast, Richard Van Allan's frosty natural dignity makes him an over-cool Pish-Pish, and a few other marginal notes. Some two or three scenes go a trifle flat for want of new visual ideas. But the cast drives the story along, and

Northerner in blench-making provincial tops.

Felicity Palmer's Katisha is a splendid monster, full-voiced and ferociously musical: it is a part she was born to sing (though only for a few weeks), and she does it no holds barred. The arrival of Angas's Mikado makes no less of a sensation, and is no less well sustained by his lethally gentle, interested, friendly adness.

The conductor Peter Robinson takes good care of the score; he doesn't disguise Sullivan's occasional pit-band orchestral sound, but he loses few of the happy instrumental ideas (in which Sullivan, given his conservative way, was notably fertile). Two or three familiar singalong numbers are taken far more deliberately than in the hallowed tradition: purists will object, and I heard no point in adding grandiosity to an evening which has no jokes to make about public pomp. (I learned my G & S mostly under the auspices of a fanatic fellow-student in college drama, Graham Day, who now—well, he is a different person; this paper: it is pleasing to learn that he retains his taste for executions.)

"I've got a little list" and "Punishment, fit the crime" are as usual updated, with catholic lists of targets. From Idle and Miller one might have expected some sharper barbs; but Miller has been tactically restrained about sharpening much, once the basic stuff was fixed. There is a dandy by headless victims, by way of helpful illustration at one point, and a few other marginal notes. Some two or three scenes go a trifle flat for want of new visual ideas. But the cast drives the story along, and



Eric Idle and Felicity Palmer

the coolly mocking ambience is ideal, and much of Sullivan's sympathetic (certain Marx comes up bright as paint: a Brothers movie served as a good evening.

The Capture of Troy/Grand, Leeds

Max Loppert

Though its effect is far from negative, the style might well be described in negatives—non-epic, non-romantic, non-second-empire-exotic. Hard concrete surfaces make up the stage box, broken up with light apertures and patterned in bold semi-abstract motifs. Segmented panels drop to suggest changes of location: costumes are starkly monochrome (black for the muddy-faced chorus, brilliant red for Cassandra, and so on).

Behaviour is the opposite of opera-house regimentation. The chorus press forward (some what clumsily at the start) into the focus-points of the action; the theatre space is elided in strikingly unregimented non-naturalistic ways, almost all of which afford exactly the sort of economic impact and speed of movement on which *The Capture of Troy* thrives. The treatment of the visible horse is one example of Albery's hard-edged inventiveness, that of the whole final scene another (I shan't spoil either by telling). The characters in the foreground are passionately played. Even where details can be argued over—the too-feminine presentation of Aeneas, or the expressionistic pantomime of Andromache (the Rambert dancer Lucy Burge)—one is gripped. The pull is unrelenting; it was positively painful that on Saturday Troy's tension was not followed by Carthage's relaxation.

The claustrophobic atmosphere of this performance is sustained with no less determination by David Lloyd-Jones and the excellent English Northern Sinfonia and outstandingly fine opera North chorus. After a slightly nervous start the pacing was flawless; the acrid scoring cut through the theatre with stinging harshness.

Even someone who believed he had become accustomed to the sheer originality of Berlioz's genius was shaken anew by the echoing chorus-effects of the Ocho of Cassandra's despairing cry of "Maurice!"—or "Be-ware!"—in the generally clear and sensible new translation by Hugh Macdonald, and the conductor inserted, an extra scene—for the Greek captive Sinon—that Berlioz removed at a late stage (it exists only in piano score). The added narrative detail is useful, but the interruption of the tremendous contrast between Andromache's quiet departure and Aeneas's hair-raising first entry makes for more loss than gain.

As Cassandra, the American soprano Kristine Ciesinski is handsome, serious, intelligent and very moving, even though the voice cannot produce in its upper range the necessary strength and firmness of the Ocho of Cassandra, the tenor Ronald Hamilton makes a reasonably promising first British appearance as Aeneas; the most elegant Berlioz singing came from the Chorus of the Royal Opera, Covent Garden, in the Greek captive Sinon—that Berlioz removed at a late stage (it exists only in piano score). The added narrative detail is useful, but the interruption of the tremendous contrast between Andromache's quiet departure and Aeneas's hair-raising first entry makes for more loss than gain.

The Valkyrie/Covent Garden

Rodney Milnes

Among the many interesting things about *The Valkyrie* production of the Royal Welsh National Opera, currently on tour at Covent Garden, is the muted and at times downright hostile reactions it has provoked. Perhaps this is because it is directed not so much from abstract stimuli triggered off by the music, or from the libretto whether in the original or in a translation, but very firmly from one particular translation—Andrew Porter's. In effect, it is directed as if it were a play. The music is a danger of seeming a prosaic thing—an adjective frequently used to describe it in print—but to my mind it is a danger totally avoided.

The vivid dramatic response in last Saturday's performance of *The Valkyrie*, which is essentially a series of dialogues, brought very real benefits in the meticulously detailed depiction of the growing bond between Siegmund and Sieglinde and of the latter's mental breakdown in the second act, and in the sense of Wotan's Fricka and Brinnhilde being husband, wife and daughter as well as divinities. With all this on stage and Richard Armstrong and the WNO orchestra supplying a grand but controlled musical overlay, you have a properly many-layered account of the work, one to which the audience can respond at whichever layer it chooses.

Concentration—and no audience in this particular theatre can have concentrated so breathlessly on the dialogue in a Wagner opera since the war—is aided by the simplicity of Carl Friedrich Oberle's decor, altered and much improved since the premiere two years ago (though I miss the mountain landscape cloth in the second act, and the new Feuerzauber is

time), and consistency of principle in casting in what is essentially an ensemble. The production has a depth and purpose of characterization that easily outweighs any doubts about voices that may not always "speak" as strongly as Covent Garden's. They do in the smaller theatres where the company normally plays.

Not that any adjustments have to be made for Anne Evans as Brinnhilde. Her recent experience of Kundry seems to have added extra weight and colour to the middle of her voice to match her fearlessly radiant top, and her gleaming intelligence of her portrayal puts her straight in the upper echelons of exponents of the role today. Kathryn Harries's Siegmund is likewise a total success: if Warren Ellisworth (Siegmund) does not always phrase with traditional smoothness, his tone is certainly traditionally heroic and his physical performance—Jungle Boy movements reminding you of his Iphigene parentage—remains utterly riveting.

Newcomers since the Cardiff premiere include Penelope Walker's crisply enunciated, awfully sung Fricka and John Travers's thunderously heroic Humming. There are enough ringing soprano Valkyries to suggest that the company need not fear for future Brinnhildes (less in the way of potential Erdas, though). The one problem that refuses to go away is Phillip Joll's Wotan. His delivery of the text is admirably clear, and he shows more awareness of the god's predicament than before, but there are patches in his voice that under pressure lose definition of tone. It's a case not so much of a wobble as of a lull, and it's very worrying.

Obituary/Sir Robert Helpmann

Clement Crisp

Sir Robert Helpmann died in Sydney, Australia, yesterday aged 77. He was a distinguished dancer, actor and producer, and a student with Anna Pavlova's company during its Australian tour. In 1933, he arrived in London and was seen by Ninette de Valois, who engaged him for her young Vic Wells Ballet. Within a year Helpmann had danced the role of Satan in de Valois's job and partnered Alicia Markova in the full length *Swan Lake*.

For the next 17 years Helpmann was to be the leading male star of the company, creating a perfect blend of the role of the dancer and the actor, and especially for his extraordinary comic skill.

He was of extreme importance in the ballet world for many years, both as a leading dancer of rare versatility in a

celebrated partnership with Margot Fonteyn and then as a choreographer. His first production, *Comedies*, produced in 1942, was an adaptation of Milton's masque and combined Helpmann's double career as actor and dancer. He followed this in the same year with *The Birds* and *Hamlet*, which probably remains his finest creative achievement. Two years later came his sensational *Miracle in The Gorbals*, which dealt with a Christ-figure returned to the Glasgow slums.

Helpmann's theatrical career, included leading roles at Stratford-Upon-Avon and the Old Vic, where he played Hamlet, and he was seen in many films most notably *The Red Shoes* and *Tales of Hoffman*.

In 1965 he became director of the Australian Ballet with Peggy Wehr, and for a decade guided the company and produced further ballets while also continuing to lead his extraordinary response to such mime roles as Don Quixote and The Red King in *Checkmate*, in which he performed just six weeks ago in Sydney.

Robert Helpmann was a potent presence in the theatre. He brought a powerful comic manner to the traditional round of balletic princes but he was especially loved for the tireless wit of his comic interpretations. His importance to the emergent Vic Wells Ballet, which grew into the Royal Ballet, is impossible to over-estimate, especially in view of his tireless wartime performances and creativity. For the Australian Ballet he was to prove a less valuable and influential figure.

Arts Guide

Music

LONDON

London Symphony Orchestra conducted by André Previn, with Emanuel Ax, piano. Mendelssohn and Brahms. Royal Festival Hall (Tue), (023 3191).

Scottish Chamber Orchestra, directed by Jaime Laredo, with Leonidas Kallinikos and Vivaldi. Barbican Hall (Tue), (033 8801).

London Philharmonic, conducted by Klaus Tennstedt, with Maya Werstman, piano. Gluck, Beethoven and Strauss. Royal Festival Hall (Wed), (023 3191).

London Sinfonietta and Chorus, conducted by David Atherton, with Philip Langridge, tenor; Stephen Roberts, baritone; Tippett and Britten. Royal Festival Hall (Thurs), (023 3191).

Schumann, Rachmaninov (Tue), Royal Hall; Mark Lubchak, violin, and Robert Schumann, piano. Barbican Hall (Wed), (414 3111).

Utrecht, Vredenburg. The Hague Philharmonic under Alain Lombard, with Rian de Waal, piano. Fauré, Rachmaninov, Debussy, Prokofiev (Thurs), Royal Hall; New Hall, piano. Debussy (Thurs), (01 45 44).

Italy Milan: Teatro alla Scala: Gary Bertini conducts Mahler (Wed and Thurs), (02 11 28).

Bologna: Teatro Comunale: Alfred Brendel (piano), Beethoven and Liszt (Mon), (02 23 50).

September 26-Oct 2

Berlioz (Tue); Music Today, Gerard Schoneveld conducting, Robert Bousquet, piano. Royal Hall; New Hall, piano. Debussy (Thurs), (01 45 44).

Chicago Chicago Symphony Orchestra: Halit St. George, conductor. Verdi, Beethoven, Copland, Bartok, Beethoven (Thurs), (433 8111).

Tokyo Tokyo Metropolitan Symphony Orchestra, conducted by Zdenek Koza, violinist. Tokyo Bunka Kaikan (Tue), (03 23 977).

NEK Symphony Orchestra, conductor: Wolfgang Sawallisch. Soloists include Lucia Popp, Alicia Nafé, Peter Schmitt, Bernd Weik. Special programme to celebrate the orchestra's 1,000th subscription concert. Mercedes-Benz's 1,000th. NEK Hall (Wed), (465 1789).

Slovakia Slovakia: Mozart, Shostakovich, Schumann. Tokyo Bunka Kaikan (Wed), (03 23 977).

Tokyo (Rachmaninov) Group: Concert of traditional Japanese music including Shikibu (bamboo flute), koto (horizontal harp) and shamisen (lute). ABC Hall near Shiba Kom subway (Mon), (03 23 211).

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Monday September 29 1988

A big bang in commodities

AS THE City of London plunges ever deeper into the competition for international equity and bond business, another group of markets is looking curiously silent.

Until recently London's commodity exchanges seemed all but impervious to the kind of revolutionary changes under way elsewhere in the financial community. Even now they are proving extremely slow to adapt to the idea that they, too, are competing for business with other centres. They are likely to emerge into the 1990s much the poorer unless the process of change accelerates.

The London commodity markets—those in metals and produce as opposed to financial futures—are in no shape to square up to the powerful US exchanges which dominate the futures business. They have stronger links with the physical trade in many of their products, to be sure, but in most cases, they are suffering from a chronic lack of liquidity. They are hopelessly fragmented—and some of them are still relatively costly places in which to do business.

Large amounts of investment business, crucial to the health of an exchange, wander across the Atlantic from Europe to Chicago—in agricultural as well as financial futures. Sugar trade is looking increasingly from the London Commodity Exchange to New York and Paris. The domestic agricultural futures market—while quite successful in some areas—is experiencing grave difficulty getting new products off the ground, so are relatively new bodies like the Baltic International Freight Futures Exchange and the International Petroleum Exchange.

The London Metal Exchange, although still the premier market for pricing a number of commodities, is suffering more than any other from a lack of speculative interest. In the wake of the oil crisis, it is also proving the most reluctant to change and the most determined to continue asserting its independence.

There are perfectly good historical reasons why the commodity markets should be spread around the City in separate compartments, but since the 1970s this fragmentation has looked more and more like an anachronism.

For one thing, the indigenous companies trading commodities in London have increasingly merged or spread across the markets over the years. Where each market used to boast a quite different set of members

a number of traders which use the LME and the LCE are now bound by common threads of ownership. Yet these consolidations have not been matched by a pooling of resources by the markets themselves.

Secondly, there has in the last few years been an influx of American commission houses which will trade on any active market. They would arguably do more business in London if it were easier for them to switch from one market to another. Neither they, nor the home-grown multinational trading houses, have any in-built loyalty to London. Indeed, with communications becoming faster and less flawed all the time, there is no reason why business should not flow increasingly in future to the place where trading is most active.

Fundamental problems

Some steps are already being taken in the right direction. The LCE has streamlined its activities considerably since the beginning of this year and will have the opportunity for further improvements when it moves to a new headquarters next Easter. The LME has agreed to update its trading systems—though not yet to an extent which will satisfy City regulators—and has shown commendable candour, at least, by publishing a report which calls for thorough management overhaul. Yet none of these developments fully addresses the fundamental problems of how to win back the business and how to attract fresh interest by developing new products. Mr Saxon Tate, the LCE chairman, thinks part of the answer is to initiate "discovery" by which the market on its own account and boost liquidity—much as in Chicago or on London's financial futures market. He would also desperately like to share his costly new premises with the other markets.

Whatever the short-term economics of a move, the long-term advantages to the markets are obvious. Research, marketing and regulatory costs could be reduced and the efficiency and flexibility of the markets could be improved without necessarily incurring the costs of a complete restructuring of each exchange.

Above all, London would be in a better position in commodities, as in stocks and bonds, to exploit the substantial natural advantages as a trading centre. Together, the markets may well be stronger than they are in their present divided state.

The power of business gurus

IN A few weeks' time one of Britain's leading commercial television stations will start showing a major weekly series of programmes on The Business of Excellence. Featuring Tom Peters, Kenneth Blanchard and a galaxy of other gurus, most of them American, the Thames TV series marks the latest stage in an explosion of popular interest in management which has swept the western world since 1982.

Almost inevitably, it was in the US that the fashion first took root. Starting with Peters' Search of Excellence and Blanchard's The One Minute Manager, a small library of stylishly simplified books on business has sold several million copies. One of the most recent is *Business as Usual*, by the irrepressible Chrysler chairman himself, published just two years ago, its sales will soon shoot past the remarkable, more than 5m which *Excellence* has notched up since 1982.

Sceptics have expected the fashion to fade away, like celebrity keep-fit manuals before it. In the US, the wave of million-sellers has certainly faded, but it has been succeeded by a very steady flow of books selling several hundred thousand each—a level which would have been unthinkable a few years ago.

Widespread reaction

In Europe, the fashion is still gathering momentum. The next 12 months will see the publication of several works by well-known chief executives trying to emulate Lee Iacocca's success. Their efforts are welcome: one of the most striking aspects of the boom in Europe is the reluctance of European managers to countenance home-grown ideas, particularly if they come from just across the frontier.

The factors behind the boom on both sides of the Atlantic, and the ideas beneath the veneer of Americanised homily and overstatement which mark most of the books, have been examined in depth in a Management Page series on The Guru Factor which concludes today.

In essence, the fashion was born out of a widespread US reaction against two sorts of

conventional wisdom: the notion that Western business was virtually helpless in the face of Japanese competition; and the much older convention of management as an entirely rational process centred upon dictate, system and bureaucracy.

Instead, *Excellence* and the other books have all examined examples of Western companies such as IBM, Hewlett-Packard and GM which are more than happy to learn from the Japanese, by combining the "hard" of management (strategy, structure and systems) with a more human approach—what McKinsey & Co has neatly dubbed the "soft" in which staff, shared values, style and skills are all given a new emphasis. Rejecting the view of management as distant manipulation of an overwhelmingly financial character, the gurus have rediscovered the old virtues of paying close attention to the customer, the employee, the product and the factory.

Few of the gurus make much claim to originality. Most see themselves either as the voice of common sense after several decades of over-elaborate, and oscillating management fashions, or as re-interpreters of inpenetrable academic ideas which go back between 80 years and 2,500 years.

Yet their view of management is, in one sense, a breakthrough. It at last recognises the process as a highly complex one full of paradox and ambiguity in which previously conflicting notions of centralisation and decentralisation, instinct and systematic logic, leadership and employee initiative all have to co-exist.

To accuse the gurus en masse, as some have done, of being dogmatic is to ignore the fact that the creation of any sort of change requires intellectual leadership, as well as a large army of doers ready to carry out all the legwork of implementation. What the best of the gurus are doing is to help raise the level of analysis and decision-making to companies, while also reminding them of some key basic principles of human relations. In the process, the gurus are helping breed a new generation of managers who are better balanced than their predecessors.

THERE is a moment in climbing a mountain when the legs begin to flag, the breath comes short and the top still seems a long way off. The recovery of the French economy is roughly at that stage.

After five virtually flat years, activity has picked up at last, with real GDP expanding at about 2.3 per cent this year and slightly more rapid growth possible in 1987. But there is also disappointment that despite the windfall bonus of falling oil prices and the drop in the dollar, growth is not faster and French industry has not drawn more benefit from it. As in previous recovery cycles, much of the increase in internal demand has been siphoned off into imports and the expansion of exports has been slow.

So although Mr Edouard Balladur, the Finance Minister, has found ground for a new optimism about the performance of the economy, the fact remains that his government faces an increasing need to show results ahead of elections due to take place within 18 months. Despite the disappointment at this "rapid" rate of expansion—as one foreign economist calls it—there are other signs of more fundamental changes at work which in the long run bode well for a higher level of sustainable growth.

The French car industry—indirectly the employer of one in 10 of France's industrial workforces—has begun to regain market share both domestically and in Europe. "This is a shift in trend from what we have seen in recent years," says Albert Merlin, chief economist of Saint Gobain, the glass and engineering group, "and for manufacturers of glass it is a good thing."

Of the broader signs of a turnaround, the most eye-catching is that unit labour costs in French manufacturing industry are now rising less rapidly than in West Germany—thus giving France an important competitive advantage.

According to the OECD, France is the most major industrialised country in which unit labour costs in manufacturing will remain flat this year and fall in 1987.

Unlike Britain, where the recovery in growth has been accompanied by a steep upward climb in wages, France is now into its fourth year of wage restraint.

The Socialist Party's wages in 1982, after their ill-fated refutation of the economy, and in the succeeding years halted the automatic indexation of wage increases to rises in the consumer price index, which ratcheted up inflation.

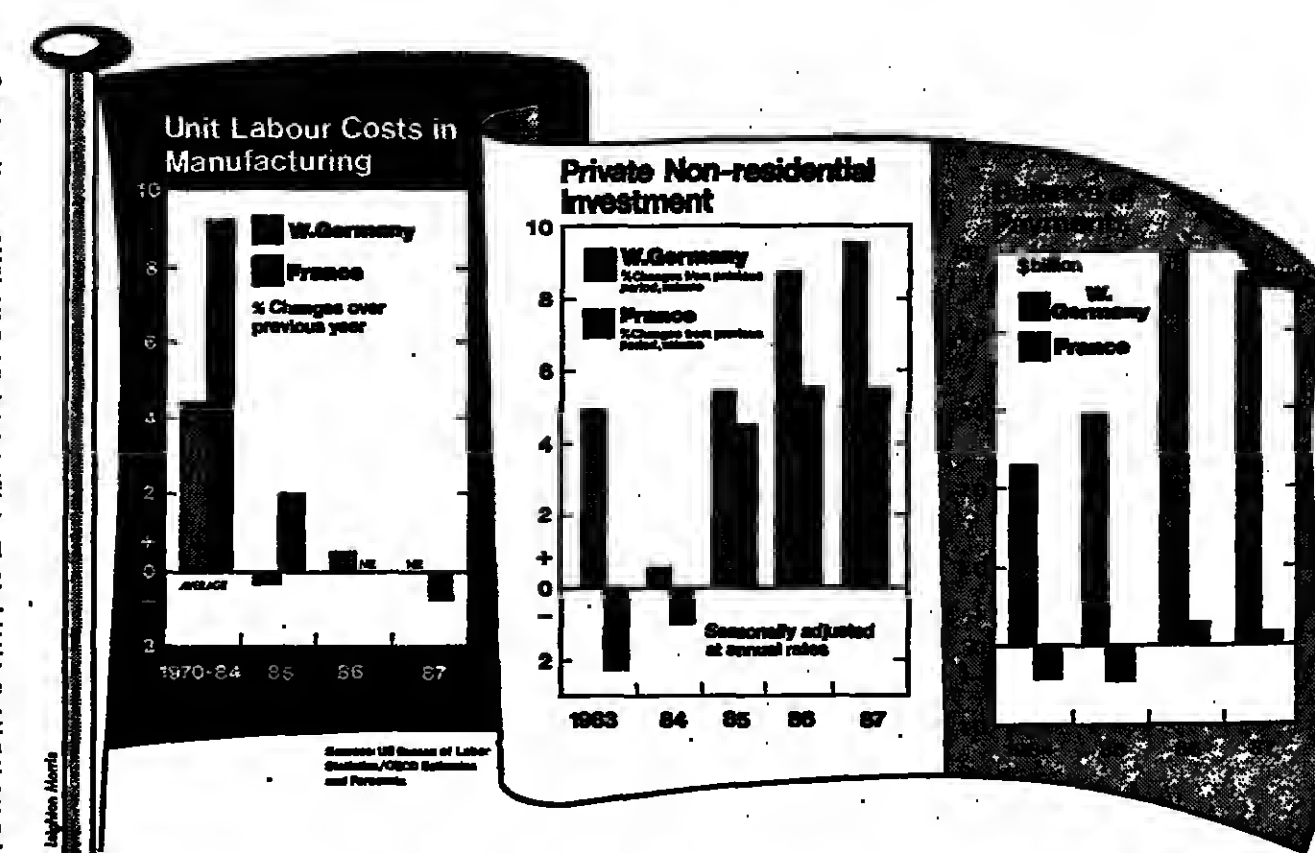
Restraint has remained the rule since, partly because of the pressures of unemployment. Employers also argue that there is a widespread acceptance that excessive wage claims risk damaging companies' profitability and hence their power to invest—although this does not explain why the same arguments have not led to wage restraint in Britain.

Notwithstanding the planned one-day strike by public employees over wages next month, there is little sign of the consensus falling apart. The unions' readiness to peg wage settlements to a falling inflation rate is a key element in maintaining the downward pressure on inflation. Despite the April devaluation of the franc and the easing of price controls, inflation should fall to 2.3 per cent by the end of the year—and possibly lower in 1987.

At that level the French are beginning to tell themselves that they have shed some of the inflationary habits that dogged their economy in the 1960s and 1970s.

The good news on salary costs and inflation has meant that French companies' profit ratios—much sagged badly in the late 1970s and early 1980s—are returning to levels comparable to those before the first oil crisis. This has helped fuel a sharp climb in share prices on the Paris Bourse.

A buoyant Stock Exchange has also brought about a resurgence of interest in France—much to the surprise of companies seeking to finance themselves through the equity market rather than through bank borrowing. Issues of new shares and certificates of investment (non-voting stock) by French companies have raised FF 42.5bn on the Bourse so far



this year—three times last year's total of FF 14.5bn. Investment is up—but not nearly as high as had been hoped for at this stage in the recovery. Investment in manufacturing industry expanded by an average 8 per cent in real terms over the two years 1984-1985. Much of this was carried out by the nationalised and larger private groups in the engineering, chemical, electronics, metal transformation and food industries. It now seems to be slowing down because the larger French companies judge that demand is slack.

But small and medium-sized businesses show signs of reversing the trend of recent years and stepping up their investment. Investment in services and in housing also is gathering pace—the latter stimulated by recent government measures to promote real estate investment.

All of these factors, coupled with the relaxation of price and exchange controls, the prospect of privatisation and deregulation in the financial markets are bringing a major improvement in the business climate.

Nonetheless these factors have not been strong enough as yet to break through the straitjacket that has long held down the growth of the French economy because of competitive weaknesses in French industry, each resurgence of internal demand is accompanied by a surge of imports that

strains the trade account.

The recovery of the past year has in this sense been depressingly typical. While real GDP expanded by 2.3 per cent in the 12-month period July 1985-June 1986, imports rose by 4.6 per cent and exports stagnated. The trend in the second quarter of this year was even worse, real GDP rose by 1.1 per cent while imports shot up by 7.6 per cent.

Although the trade deficit has shrunk from FF 93bn in 1982 to FF 24bn last year—and the cumulative total of FF 7.2bn on an adjusted basis for the first six months of 1986 suggests a continuing decline—the first half 1986 deficit remains disappointing in view of the expectation that windfall savings from falling oil prices and the dollar over the full year will total FF 60bn.

But the pressures on the trade account should ease in the second half of the year as the increase in French purchasing power slows down while German incomes rise more rapidly. This will reverse conditions in the first half, when French demand was boosted by the increase in household purchasing power that stemmed from tax cuts initiated by the Socialists (pressures are now when internal demand in France is rising more sharply than in Germany).

Thus the first half trade deficit should be transformed into a FF 15-20bn surplus by the end of the year. French exports in the second half will also be helped by the delayed impact of the March devaluation

of the franc. And by next year they will also benefit from an expected rise in Airbus sales when the new A-320 comes onto the market.

The sobering overall lesson is that if France is to avoid running into problems on its trade account, it needs to maintain an economic growth rate that is a half a percentage point below that of West Germany. But with West Germany growing at 3 per cent, and an implied French growth rate of 2.5 per cent, France cannot hope to reduce the number of unemployed—now 2.5m or 10.7 per cent of the workforce.

Hence the anguished cry of Mr Philippe Seguin, the Employment Minister, for more budgetary support for job creation measures in the belief that macro-economic action alone may be unable to prevent a rise in the number of jobless to 3.2m at the end of next year.

Despite continuing concern over the trade account, France has been building up a durable surplus on services in the current account. The surplus on service transactions climbed from FF 24.7bn in 1984 to FF 36bn last year, and is likely to remain at that level in 1986—due to the levelling off of service payments on the foreign debt and the increase in tourist receipts, although tourism has been badly hit by the terrorist wave in Europe with France expecting 25-30 per cent fewer visitors from the US this year.

But for a nation that needs to import the bulk of its energy

requirements, service transactions are a scant substitute for a substantial surplus on trade in industrial goods.

France has been losing market share in world manufacturer trade over the past 10 years and continues to do so—though there are signs that this may be flattening out.

The decline reflects the familiar problems of products ill-adapted to markets, quality, marketing and entrepreneurial flair. It also reflects the fact that French firms—more than their European competitors—were strongly entrenched in developing country markets which have been most seriously hit by the debt crisis.

Mr Balladur's economic policies, as reflected in the recent Budget are aimed at strengthening French industry's competitiveness by providing a more favourable business climate. They combine supply-side measures like tax cuts, deregulation and an improvement in market mechanisms, with an attempt to free more resources for the private sector by cutting down on government spending.

This approach, increasingly

has the support of the major parties in France. Where Mr Balladur comes under attack from the Socialists, and from some of his friends on the right, is for his cuts in spending on aid and research budgets for industry and the lack of specific tax incentives for investment. French industry, nurtured by long years of state support could well suffer from withdrawal symptoms in the early phase.

Mr Balladur's approach is inevitably one that will take time to produce its full effects. Thus, in spite of much publicised expenditure cuts, the French public sector borrowing requirement—the combined deficits of the state budget, the local authorities and the social security fund—will only return next year to the 1985 level of 2.6 per cent of GDP rising to 2.8 per cent this year.

On that basis, it sees France regaining in the years ahead a growth rate close to the 3 per cent it achieved between 1973 and 1979. There is nothing spectacular in that—but it could provide the building blocks for a higher sustainable rate in the 1990s.

Runners in the IMF stakes

The starting gun had hardly sounded before the front-runner to succeed Jacques de Larosière as managing director of the International Monetary Fund, the Dutch candidate Dr Onno Ruding, was out campaigning for the job.

Just to make absolutely certain that none of the finance ministers and central bankers attending the annual meeting of the IMF and the World Bank in Washington missed the point, Dr Ruding's government even went to the trouble of putting out a Press release.

"Dr Ruding available as managing director, IMF," from Jacques, 1987, said the statement from the Royal Netherlands Embassy in Washington. Clearly Holland is rich in men who could quickly take over the Dutch finance ministry.

Another front-runner is the governor of the Bank of France, Michel Camdessus, who has the strong support of his government but the serious disadvantage of being the same nationality as the man who is retiring.

By tradition, of course, the



"You're not playing rugby against Cardiff police now lad—pull that helmet above your ears"

Men and Matters

job of IMF managing director goes to a European, just as the job of World Bank president is essentially an American appointment.

With the IMF remaining deeply involved in the economic and political problems of the next few years, and in the repercussions of the American budget and trade deficits, James Baker, US Treasury secretary, will expect his views to be taken firmly into account.

That could work against Dr Ruding who did not appear himself at the meeting, but by publicly questioning whether in presenting his "Baker Plan" for third world debtors, Baker had put enough emphasis on the importance of an early capital increase for the World Bank.

Beethoven bids

Companies will soon be able to have their own signature tunes—composed by Beethoven. In an imaginative arts sponsorship the Medici String Quartet is "auctioning off" a selection of Beethoven Quartets after its Elizabeth Hall concert on October 7.

A company, or individual who "purchases" one of the Quartets will have its name linked with it when it is performed throughout the world by the Medici, which is embarking on that "Everest" of chamber music—the complete Beethoven Quartet Cycle.

It hopes to raise up to \$40,000 from the project, and the estimates it quotes range from \$1,500 for any of the six variations on Opus 18 to \$3,500 for the more demanding Opus 127. The Grosse Fugue can be yours for \$2,500.

The Quartet will use the cash to increase its repertoire and has no compunction in pointing out the tax benefits now available for such arts sponsorship. After all Beethoven was de-

pendent on sponsors in his time, even some of them, such as the Emperor Napoleon, named after Napoleon, proved short stayers on the market.

After Acorn

Hermann Hauser, aged 37, co-founder of Acorn, the high-flying British computer company that plunged into the red last year, is back in the action with Olivetti after experiencing both stardom and ignominy in quick succession.

After Acorn had grown to annual sales of £100m within six years of its start-up in 1978, the Cambridge-based enterprise had to be rescued twice by Olivetti, the Italian electronics giant, which now owns 80 per cent of the company.

Hauser, Austrian-born, saw the value of his Acorn shares slump to a small fraction of the \$50m they were once worth, and was removed from the chair.

Now, however, he is an Olivetti vice-president in charge of research, and is formulating a new strategy for the group involving a string of new laboratories.

One in Cambridge is to be followed by two in the US.

Chinese pensions

The Queen's October visit to China is seen by the Chinese government as providing a suitable moment to signal its wish to do more trade with the west, and, in particular, with Europe. An old China Hand Sir Peter Blaker, aged 63, Conservative Member of Parliament for Blackpool South, and a former minister of state at the Foreign Office, is to head a new joint trading company which will be half-owned by the Chinese.

Blaker has been appointed secretary of World Trading and Shipping (UK), a British subsidiary of World Trading and

Shipping of New York.

WTS has 50 per cent of the newly-formed Good Earth Corporation, set up to raise foreign currency for China by developing shipping links.

The interesting aspect of Good Earth is that inside China it will be financed and manned by the Chinese themselves. The Chinese 50 per cent in the company is being shared equally between the state-owned China international centre for technical and economic exchange (CITEC), one of the Chinese foreign economic relations ministry, and a company headed by Deng Pu Fang, eldest son of the Chinese leader Deng Xiaoping.

Called Kang Hua, that company is a commercially oriented "pension fund" for 4m Chinese army veterans.

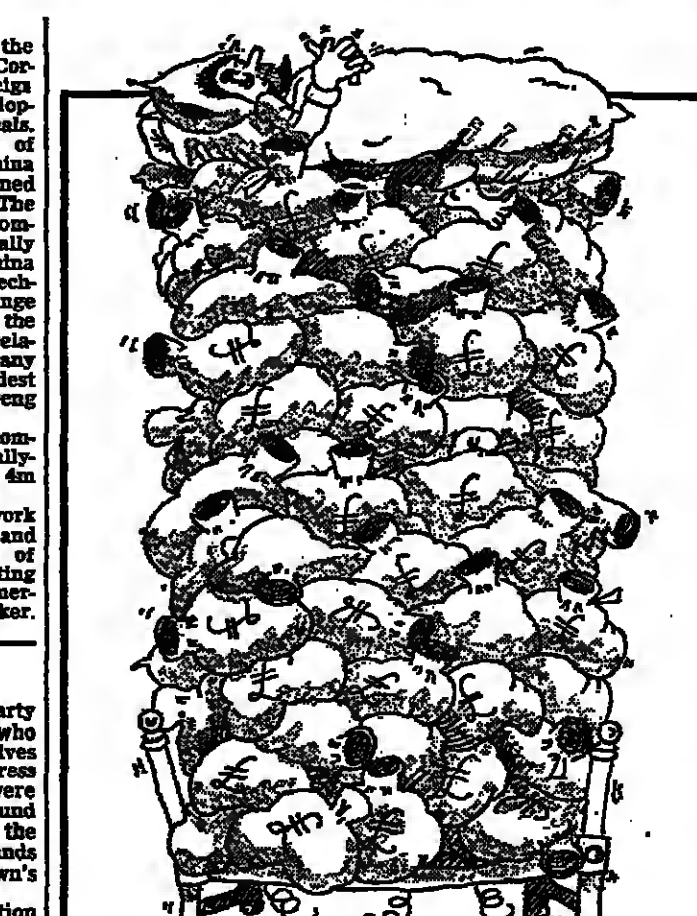
"Our Good Earth network spans throughout China and will be an ideal means of researching and implementing potentially successful commercial arrangements," says Blaker.

Fund raisers

Delegates to the Labour Party conference in Blackpool who managed to tear themselves away from the mayoral address of welcome last night were surprised at what they found when they wandered round the display of exhibition stands spread around the town's Winter Gardens.

It is a much larger exhibition than in previous years, in keeping with the party's renewed emphasis on presentation. However, some of the stands do not fit the party's policy of nuclear rejection of nuclear power which, it can be confidently predicted, will take place on Wednesday.

Two stalls are promoting British Nuclear Fuels and Nirex, the nuclear waste disposal agency. Labour Party officials are sufficiently nervous about their presence to have sent an explanatory note to delegates pointing out the cash advantages to the financially-strapped party of having outside organisations take space in the exhibition—whatever the message they bring.



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Observer

FOREIGN AFFAIRS: DEFENCE SPENDING AND BRITAIN'S ECONOMY

Tonic that failed to give a lift

By Ian Davidson

BRITAIN spends a higher proportion of its GNP on defence than any of its Nato allies apart from the US and Greece. Is this good for the British economy or bad?

The question is highly controversial. Some analysts have claimed that defence spending has been, at least in some countries, a powerful motor of technological development. Others have argued that it must be, by definition, non-productive, with a perverse effect on economic growth. They point to the opposite examples of Britain, with high defence spending and low growth, and Japan, with low defence spending and high growth, and claim that the British economy has been dragged down by the burden of its excessive imperial ambitions. Yet it is one considers some other countries, France for example, it is clear that there is no single-factor matrix in which there is an automatic trade-off between defence spending and economic growth.

Nevertheless, several studies in recent years have strongly suggested that Britain's defence spending does have perverse economic effects. Three years ago the Maddock report on the electronics industry concluded that companies deeply involved in defence work were largely lacking in entrepreneurial skills, and that their chance of making a major contribution in the civil areas (apart from aerospace) was "vanishingly small".

Last year, the Levitt report found a perverse correlation between defence procurement and productivity in the electronics components sector, which is very little dependent on military sales, productivity was rising fast, whereas in the radio, radar and electronics capital goods sector (which is heavily dependent on military sales) productivity growth was negative. It also found that the inflation rate for defence procurement was significantly higher than the national rate of inflation, even for dual-use products such as oil and non-military vehicles.

These findings are recalled and elaborated on in a study by three fellows of the Science Policy Research Unit at Sussex University, which is published today in the Lloyd's Bank Re-

view. They argue that Britain's industrial competitiveness is damaged both by the scale of the defence procurement programme and by the large share of Britain's research and development which is accounted for by the Ministry of Defence. "Our conclusion is that if Britain is to break the vicious circle of decline, an important precondition must be a reduction in the relative size of the defence sector and level of military R and D... Britain has got to re-orientate her technological effort away from the defence sector and towards the civilian markets. However, unpalatable politically, this task will not be achieved without a relative shift of resources out of the military sector—in other words substantial and lasting cuts in expenditures on defence equipment and R and D."

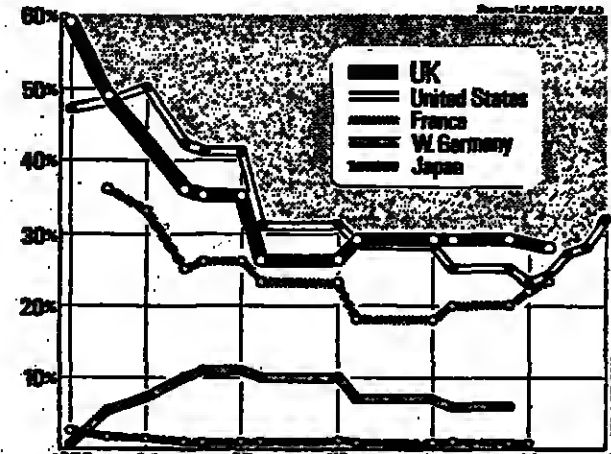
Some of the numbers presented in the article are rather impressive. The Conservatives have boasted often enough that the increase in the defence budget since they came to power has gone almost exclusively into extra purchases of equipment; but the corollary of this is that British industry has become more dependent on selling equipment to the Ministry of Defence. Over the decade 1974-84 the share of manufacturing going into defence sales rose from 6.5 per cent to 12.3 per cent. This trend has been most strongly felt in aerospace and electronics, since they account for about 50 per cent of all defence procurement.

More spectacular still are the figures which compare research and development spending, and the share of it which is devoted to defence, in Britain and four other major western countries. They show that Britain spends a significantly smaller proportion of its (smaller) GDP on total R and D than West Germany or Japan, and that a much higher share of what is spent goes to defence research.

The article goes on to argue that this high share of defence research harms the civilian economy by attracting too many of what is, at any one time, a finite pool of qualified scientists and engineers (QSEs). It claims that an analysis of QSEs' 1986 graduate recruitment brochures shows that the ratio of QSEs to total employees was 32 per cent in the defence sector, 14 per cent in the rest of the economy, and only

UK Commitment to military R & D

(As a percentage of total national R & D)



Gross Expenditure on Research & Development (GERD)

As a percentage of GDP and the proportion devoted to defence

	1984		1972		1978		1985	
US	2.32	135.0	2.19	65.2	2.28	68.2	2.26	68.2
UK	3.14	65.0	2.98	64.0	2.97	65.3	2.78	62.1
France	1.98	62.0	1.86	60.7	1.77	61.8	2.14	61.5
West Germany	1.41	61.5	2.28	6.4	2.24	6.8	2.58	4.3
Japan	1.67	61.5	1.83	6.5	1.83	61.4	2.47	61.3
A-GDP/PC		B-Index		C-Index		D-Index		

2 per cent at sites producing consumer goods.

I am not sure that the Sussex study proves its case. The authors admit that much of their evidence is necessarily anecdotal, that the whole area is under-researched, and that the impact of defence spending on the civilian economy may be, to some extent, untestable. But there can be little doubt that some of the facts to which they draw attention are worrying.

Moreover, they are not alone in their anxieties. Another recent report, from the Council for Science and Society, endorses the argument that Britain is spending more than it can afford on military R and D and should probably retrench, and casts doubt on claims that there is beneficial spin-off for civilian industry.

R points out that the electronics industry is the most R and D-intensive of all British industrial sectors, but that over half of the R and D is funded by the government (overwhelmingly the Defence Ministry). "Looked at another way, UK

private industry now spends less of its own money on electronics R and D than French industry or any other of its major competitors. British firms have failed to become leaders in most fields of semiconductor or other electronic developments over the past 30 years, with the major exceptions of military electronics and areas within electronic computers and electronic instruments."

Finally, it points out that much military R and D is inherently unsuitable for civilian application. "Most military R and D leads to product innovation. Much of the innovation in which civilian industry depends is, however, in improvement in the manufacturing process, not in new product development. It is through process innovation that companies compete over price and quality."

Unfortunately, however, there would be no guarantee that any resources withdrawn from military R and D would automatically or quickly be converted into resources for civilian R and D. Everything, according to Henry

Ergas of the OECD, depends on whether the general environment favours the diffusion and adoption of new technologies, and in particular on whether national education and training systems are up to scratch.

In a forthcoming study called *Does Technology Policy Matter?* he examines three groups of countries:

1—Mission-oriented countries, which are primarily concerned with major projects of national significance, often with an emphasis on national defence. The US, the UK and France.

2—Diffusion-oriented countries, which are largely concerned to upgrade the capacity of firms to respond to new technologies. Germany, Switzerland and Sweden.

3—Japan, whose technology policy includes both mission-oriented and diffusion-oriented components.

In the first category, Mr Ergas judges that France is the most successful in implementing mission-oriented projects, while the UK is the least successful; the US is somewhere in between. "However, in both France and the UK, the results of mission-oriented research do not diffuse out of the firms and industries most closely linked to public procurement."

As a result, national industrial structures are polarised between a small number of high technology firms, mainly oriented to sales in government markets, and the bulk of industry which draws little benefit from public assistance to innovation.

The US avoids this polarisation through the extreme mobility of both labour and capital, which encourages effective diffusion of new technology. The second category of countries puts less emphasis on cutting-edge technology, and more on the widespread dissemination of technology, through education and training, industrial standardisation, and co-operative research. The drawback is conservative bias, in favour of existing industries, and in favour of incremental rather than radical innovation, which makes companies vulner-

able to more radical competitors. The German machine tool and Swiss watch industries were examples. But the depth and breadth of technical skills give resilience for readjustment.

Mr Ergas does not argue that Britain spends too much on military R and D—just that Britain manages its R and D badly. "The UK's major difficulties arise from the pervasive lack of incentives in its system of mission-oriented R and D... The propensity of British agencies to form 'clubs' with their suppliers—within which each supplier is treated on the basis of established equity rather than commercial efficiency—weakens whatever incentives suppliers may have to seek an early lead, while also ensuring that the resources available are so thinly spread as to be ineffective. Finally, the reluctance to build penalty clauses into development contracts, and to terminate unsuccessful projects... aggravates an inherent tendency to cost overruns."

When he wrote these words, Mr Ergas could have known that the MoD's solution to cost overruns in the military torpedo programme would be to persuade three or four extra British companies to compete for a business with virtually no export market prospects and no civilian application. Mr Ergas could not have predicted that the MoD would, in the name of competition, go absolutely berserk.

But his overall verdict is appropriately severe. "In the United Kingdom, mission-oriented research has tended to yield few direct benefits while possibly crowding out a substantial share of commercial R and D. The indirect spin-offs have been low, creating a 'sheltered workshop' type of economy: a small number of more or less directly subsidised high technology firms, heavily dependent on and oriented to public procurement; and a traditional sector which draws little benefit from the high overall level of expenditures on R and D."

Industrial Competitiveness and Britain's Defence Commitment, by Mary Kaldor, Margaret Sharp and William Walker, Lloyd's Bank Review, *Chief Exploitation of Defence Technology*

SECTION III

FINANCIAL TIMES SURVEY

China's Natural Resources

METALS AND MINERALS

China has rich resources of metals and minerals but faces enormous difficulties in bringing them into production

An unexploited treasure trove

By Stefan Wagstyl

HUANG CHONGKE spread a map of China in front of him and swept his hand across the province after province saying: "China has very rich reserves of many minerals. We have enough to last our people to the end of this century and into the next century."

Huang, an associate chief geologist at the Ministry of Geology and Mineral Resources, pointed out where some of the world's largest deposits of coal, oil, iron ore, bauxite, gold and other minerals lie.

But Chinese government officials have learnt to temper their excitement with caution when they talk of developing these riches.

For while they are as confident as ever of the potential value of China's natural resources they are more aware than before of the enormous difficulties which stand in the way of bringing them into production—the cost of modern mines and processing plants, inadequate electricity supplies and poor transport links between mines and industrial centres.

Moreover, they concede that although China's resources of most minerals are abundant, the quality of many of the deposits is poor, which makes them costly and difficult to exploit.

As a result, while China has

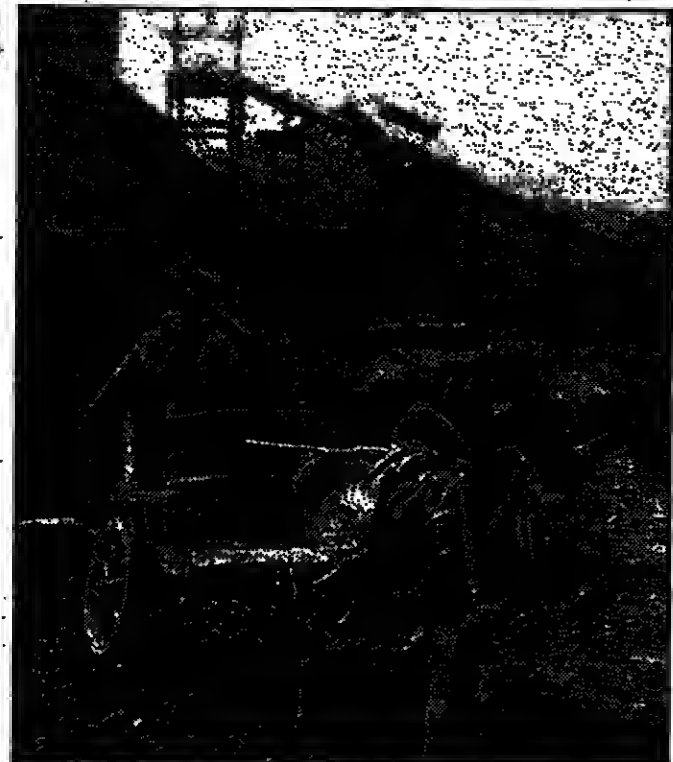
made itself virtually self-sufficient in coal and oil, it remains a net importer of iron ore and most non-ferrous metals.

Chinese planners concede that the country will still be importing iron and copper ore in the year 2000. But they hope that the country will, during the 1990s, become a growing net exporter of metals and minerals.

The state of China's natural resources industries is a picture of contradictions—at a mine, workers with picks and shovels labour alongside modern Japanese-built excavators. At an ore treatment plant, one line is controlled by sophisticated West German computers, while another relies on women picking out lumps of waste from ore by hand.

Coal output has expanded quickly, enabling China to export increasing amounts. But so poor are rail links that on occasion the cities of the south have to import coal from Australia rather than from northern China where most of the mines are found.

Almost every industry can boast its prestige modern plant, built on a scale which dwarfs traditional mines and smelters. But in many metals and minerals it is still the small producers which account for much of the output. For example, only



Study in contrasts: shovels and primitive transport at a coal mine and giant digger and modern truck at Nanshan graphite mine, Shandong province



two of China's 30 aluminium smelters are large by international standards.

Indeed, these small-scale enterprises, which are typically not owned by the state but by local authorities and sometimes private individuals, have probably grown in importance in the last 10 years, encouraged to raise output by the economic liberalisation which has characterised the policies of Deng Xiaoping, the paramount leader.

In mining, while the future may belong to the mechanical excavator, peasants with picks and shovels and horse-drawn carts will be at work for a long time to come.

This is implicitly recognised in the (revised) 1986-90 Five Year Plan which strongly emphasises a cautious approach to economic growth and great restraint in the spending of foreign exchange.

China has learnt a lesson from the late 1970s and early 1980s when in the first flush of Deng's policy of opening up to the West, a whole host of large projects was launched only to be subsequently cancelled because China could not afford the capital costs.

Yinor of the US, which had a contract to build a modern mine at Dexing, China's largest copper mine, was only one of a number of western companies whose hopes were dashed.

For 1986-90, the target for industrial output growth is set at 7.5 per cent a year, compared with an average of 12 per cent for 1980-85. Capital investment is to stay at the same level as 1985 until the end of 1987 with the possibility of a modest increase thereafter. Throughout, the modernisation of existing enterprises is to have

priority over new construction schemes.

Zhao Ziyang, China's premier, warned in his report on the Five Year Plan about the dangers of "excessively rapid growth."

However, within this cautious framework, the exploitation of natural resources is to be a higher priority than before, especially the development of energy to help care China's chronic shortage of electricity supply.

Zhao said: "There is still an acute shortage of energy and of raw and semi-finished materials and the capacity to transport is grossly inadequate."

The targets are modest enough by the standards of previous plans—coal output is to rise by 150m tonnes to 1bn tonnes by 1990, with an emphasis on developing small and medium-sized mines rather than the large ones favoured in

the past. Crude oil production is to be increased by 25m tonnes to 150m tonnes, with considerable stress on renovating old oil fields, especially Daqing, in north east China, to make the best of their dwindling reserves.

In metals, steel output is to increase from 46.6m tonnes last year to 55m-58m tonnes, an increase of 16 to 24 per cent. The capacity of iron ore mines, which last year produced 132m tonnes of ore, is to be increased by 42m tonnes. But the ubiquitous problem of low-grade deposits is at its worst in iron ore—only 7.4 per cent of China's reserve contains more than 34 per cent iron, one of the lowest proportions in the world.

The non-ferrous metals industry has more ambitious goals. In the past the industry complained that it was being starved of resources by the Ministry of Metallurgical Indus-

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try, which favoured the development of steel. An independent China National Non-Ferrous Metals Industry Corporation (CNNC) was created and took full responsibility for the industry last year.

It plans to raise total output of non-ferrous metals by nearly 45 per cent by 1990. Aluminium has been singled out for particularly rapid expansion, with a target of 480,000 tonne increase in output by 1990.

Western traders estimate output was 400,000 to 450,000 tonnes last year—which would make the planned increase 100 per cent.

CNNC is anxious to reduce the deficit in China's non-ferrous metals trade which last year totalled \$400m. Imports at \$800m were double exports. This year, imports have been cut back sharply to save foreign exchange but traders say they are likely to pick up again as stocks are run down.

The development of natural resources is closely tied into the geographical expansion of China's economy. Mines which date back to the 1960s and before are mostly in eastern parts of the country, where the bulk of China's population and industry are found. But the Government

wants to exploit the mineral resources of the less highly populated central and western regions, partly because there are huge potential sources of hydro-power and partly to help bring industrialisation to economically backward provinces.

Unfortunately for Peking this policy is expensive because of the cost of building new plants in remote areas and of linking them by rail or road to industrial cities. Nevertheless, the Government is pressing ahead, albeit selectively.

For western companies the prospects of profiting from the expansion of China's natural resources industries look less exciting than they did a few years ago. This year is a far cry from 1978 when one British construction engineering company alone had 98 engineers in Peking working on a host of big projects.

The substantial contracts are still there but they come more rarely and more slowly. For example, Pechiney, the French aluminium company, and George Wimpey, the UK construction group, have been involved in feasibility studies for a \$700m aluminium complex since 1984 and the scheme has still not been given a definite go-ahead.

However, there are more modest opportunities to be found. China is very keen on construction projects where the bulk of the work can be carried out in China with only key pieces of equipment imported from abroad. The country also needs help from industrialised countries in improving existing plants by modernisation or better management techniques.

But companies should not expect too many repeat orders for the same equipment—China is quick to save foreign exchange by building copies. Nanshan graphite mine, Shandong, has recently bought a Japanese processing plant. Zu Deren, the deputy manager, says: "We have bought this know-how. So now it's become our know-how. We don't need to import it again."

Meanwhile, traders will benefit from China's continuing need to import raw materials and its desire to increase exports in basic industries.

In non-ferrous metals, the newly-established CNNC says that it will gear its plans to some extent to the international market—it is no accident that it has chosen to concentrate on expanding aluminium and zinc, while giving a low priority to copper, for the outlook for world copper prices is particularly depressed.

But the most significant admission China has made of its need to rely on imported raw materials for a long time to come is the investment it is making in mines and smelters overseas.

There could hardly be a clearer sign of the cautious approach China is now taking to the development of its own natural resources.

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China's Natural Resources 2

Crystalline Flake Graphite



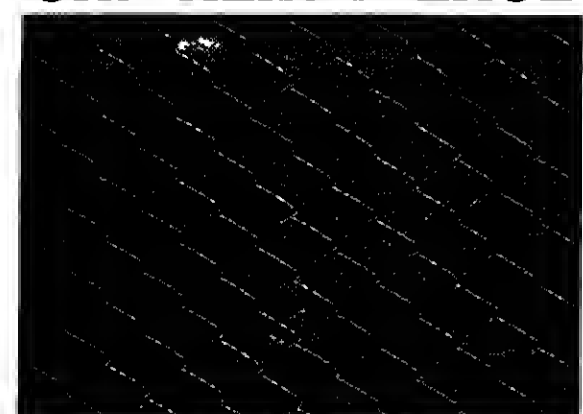
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Offshore Oil

Terms eased by Peking as oil price flags

IN THE space of about six years, the international oil industry's opinion on offshore China has performed a remarkable about-turn. From being regarded initially as the "last great frontier" for oil exploration, the region has now become "the disappointment of the 1980s."

Oil prices hovering between \$10 and \$15 per barrel simply exacerbated an already bad situation. As interest in exploration slackened, and companies were forced to reconsider—privately if not publicly—the economics of oil and gas discoveries under development, the Government is finally loosening its less-than-generous petroleum legislation.

Since China's second offshore bidding round closed last August, only seven new contracts have been signed. Recognizing that some new incentive was necessary to waken any interest in the flagging international petroleum market, the Government is exhibiting more flexibility in its negotiations and adjusting terms according to a company's situation.

For blocks awarded in the second round, the Government has dropped its 12.5 per cent royalty on fields producing less than 1m tonnes annually, about 20,000 b/d. Royalty payments for those fields exceeding this level of production will be renegotiated.

There have also been some indications from the Government that the entire royalty system itself is under re-examination, and could be dropped altogether.

Another incentive to the foreign companies is a proposed reduction of the contractual requirement for employment and training of Chinese personnel. A common complaint by companies was that workers were hired at western rates of pay but themselves only received the standard Chinese rate. The difference went to the Government.

A significant change will be the Government's decision to abandon the obligation on contractors to drill in so-called "marginal" areas, that is areas of lower prospectivity, should they wish to explore more highly-rated areas. Neverthe-

less, to many specialists who have worked on oil exploration offshore China, prospects in the area are almost uniformly low. In the South China Sea, the drilling of more than 40 exploration wells has produced only nine oil or gas discoveries. In the Yellow Sea, five exploration wells have registered oil or gas shows.

Of these discoveries, there is no guarantee that, at current oil prices, their development will be an economic proposition. The resulting disillusionment has led most in the oil industry to write off offshore China.

At first sight, it appears unlikely that the vast area offshore China could have been adequately explored with just 40 to 50 wells. At the end of 1985, over 98,000 sq km offshore were held under licensing rights. With the announcement of the second offshore bidding round, a further 106,300 sq km were added to the total.

However, the specialists maintain that their disillusionment is correct. The reason is that the geological structure of offshore China is far less complex than say, in the North Sea. Therefore, they add, the wells drilled so far provide an adequate assessment of the region's potential.

But by far the greatest geological problem is the lack of adequate source rock. This is the strata which actually generates the oil and gas, after it has been heated through burial under huge thicknesses of later sediments. In the case of offshore China, there is too little of this source rock to have generated large quantities of hydrocarbons.

Another, and perhaps more serious problem, say the specialists, is that what source rock is present, has not even been adequately buried and heated to have generated the oil and gas in the first place.

The problems do not stop there. Some in the oil industry feel that there are no more large structures to be tested. They maintain that all the larger prospects, called somewhat appropriately, "the golden babies" have already been drilled. The consensus is that it is highly improbable that there could be any new discoveries greater than 10m barrels.

It is the quality of the oil which has been found that puts the final nail in the coffin. The oil is highly waxy. Wax contents of over 25 per cent have been reported, making production difficult.

It also has a low gas content, making production even worse, as the presence of gas in oil helps to push it through a well. Therefore, although on testing some discovery wells were reported as having very high flow rates, sometimes over 10,000 b/d, this flow simply cannot be sustained.

"And it's just the same offshore," was the exasperated comment of one senior executive. As an illustration of the problem, it has been reported that some wells in mainland China are being drilled without blow-out preventers.

Although present oil prices create a huge uncertainty factor in field economics, developments are underway. The Cheonghai field in the Bohai Gulf, a Sino-Japanese joint venture, is expected to produce 3,000 b/d for five years, when additional output comes on stream by early next year.

Development of Arco's Yacheng gas discovery is still proceeding. Costs of the project developed have been estimated at around US\$700m, with the first gas deliveries expected in late 1989.

Whatever China's current sentiments towards the Organisation of Petroleum Exporting Countries over cut-



ting oil production, the country stands to face considerable oil supply problems by the end of the century if depleted reserves are not replaced through new discoveries. The combination of low oil prices and high finding and production costs, say industry specialists, means China will have to take far greater steps in easing its petroleum legislation, than they have indicated so far.

The Total-operated Weizhou field in the Beibu Gulf, is expected to produce an initial output of up to 14,000 b/d starting late this year. The largest offshore potential producer is the Japan-China Oil Development Corporation's Bo Zhong field in the Bohai Gulf. Production from this field is expected to begin in 1987. Output is expected to peak at a rate of 24,000 b/d by 1990.

Maria Kielmas

Onshore Oil

Leaping towards 1990 target

CHINA'S ONSHORE oilfields have made an astonishing leap forward since 1984. Last year production reached 124.8 million tonnes, after a decade of stagnation. It is a permanent plateau of 100 million in the years 1979-83. The target of 150 million tonnes by 1990 now seems not unrealistic in the light of the exploration and development of the last few years.

Confounding the pessimists, the Chinese have discovered substantial fresh deposits and put technology to solve problems in the older fields, especially Daqing. Contrary to the expectations of the early 1980s, the offshore blocks are not producing more than a tiny fraction of the total output.

The big hope for growth now is offshore in central and east China, but this is likely to give few opportunities for western companies.

Along with other energy sources, oil is crucial to the success of China's development. Last year it exported 30 million tonnes, a valuable contribution to foreign exchange earnings which will be hit in 1986 by falling world prices.

More importantly, oil is vitally necessary to fuel industry and transport. This is especially true in east China, where at any one time around a third of industrial capacity is idle because of power cuts.

Some 20 million tonnes of 1985's projected increase over 1984 is planned to come from stepped-up production in east and central China, much of it probably from the new oilfield at Gudong, near Shengli in Shandong province. Chinese oilmen are predicting that Shengli (including Gudong) may in due course rival in output China's top oilfield, Daqing.

Gudong, close to the mouth of the Yellow river in Shandong, produced an estimated 2 million tonnes in 1985 and is now on line for over 3 million this year. Eight million tonnes is the target for 1987. At Gudong, more than 30,000 workers have drilled 416 wells, laid 321 km of oil and gas pipe and set up 148 km of power transmission lines.

For decades China was regarded as a country with few oil resources. Even during the period of Sino-Soviet friendship in the 1950s, Russian engineers were unable to find major oilfields. Small amounts were produced in the far west, where for centuries tribesmen had used only surface deposits for their lamps. Not until the early 1960s did the Chinese find and exploit the major field at Daqing in Heilongjiang.

For 20 years, Daqing has been the backbone of the Chinese industry. Of total Chinese output last year, Daqing contributed around 50 million tonnes. This field reached peak production several years ago, since when China has increasingly sought foreign money and technology to improve the oil recovery rate and to drill in peripheral areas.

It is evidently a hard fight to keep production up to present

levels. Engineers started using water injection six years ago to maintain oil pressure. "We have to ascertain first which oil-bearing strata already contain water and which do not, and locate strata 2-5 centimetres thick," Mr Wang Demin, chief engineer, told China's official Xinhua news agency.

Daqing has had World Bank and Japanese loans which have helped it acquire technical assistance plus foreign drilling and seismic equipment, as well as production and surface facilities. Among the latest foreigner to show interest in providing technology are Canadian oilmen from Alberta, which is twinned with Heilongjiang.

Mr Bob Snyder, chairman of the Edmonton Economic Development Authority, said after a visit to Daqing last year that the field needed water-oil separators, non-corrosive pipelines and equipment as well as seismic interpretation to enhance recovery.

China's second largest field, Shengli in Shandong province, has also been on stream since the 1960s. Last year it produced 27m tonnes of oil, a notable success after a fall between 1979 and 1983.

The 1990 goal for the field (including Gudong) is 50m tonnes, which Japanese specialists believe is realistic if China manages to show interest in providing technology are Canadian oilmen from Alberta, which is twinned with Heilongjiang.

Third in size is Huabei ("North China"), producing since 1976, which now generates some 10m tonnes of crude annually. A peak of 17m tonnes in 1978 has not been matched since.

This is because Huabei is of the "buried hill" formation type which gives high production at the outset but has a fast depletion rate. To maintain steady output, the oilmen dumped water injection methods have reportedly helped to restore natural pressure.

Other important and conveniently located fields are Liaobei, in Liaoning province, and Zhongyuan ("Central China") with a 1985 output of 8m and 5.5m tonnes respectively. Japanese specialists believe these fields may both reach 10m tonnes by 1990.

Far more isolated are Karamai in north-west Xinjiang and the Qaidam basin in Qinghai, producing a few million tonnes a year but unlikely to see much development because of their remote location.

Unlike offshore, foreign involvement onshore has been limited mainly to survey work under contract. Last year Peking announced that foreign companies would be allowed to search for oil in ten so far unexplored provinces, but with present low oil price levels few westerners seem likely to take up the challenge.

Colina MacDougall

Gansu Metals and Minerals

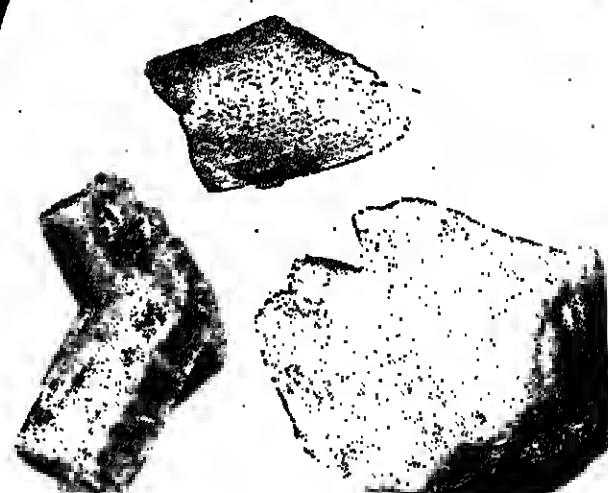
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China's Natural Resources 3



Metal products on the quayside of Shouzhen Harbour

Metal Exports

Price fall cuts tin trading

CHINA'S TIN industry has been plunged into turmoil by the collapse of the International Tin Agreement, which supported world prices for nearly 30 years. The fall in prices which has followed the International Tin Council's default last October has led to a sharp cut in Chinese exports of tin, traditionally one of the country's most important foreign exchange earners.

China, one of the largest tin exporting states, consistently refused to join the pact. But it took advantage of the high prices achieved by the ITA, selling tin abroad whilst denying charges from ITA members that it was flooding the market. Last year China increased tin exports by 80 per cent to 7,240 tonnes. This year it has cut back as rapidly as it expanded—tin exports fell from 2,390 tonnes in the last quarter of 1985 to just 476 tonnes in the first three months of 1986. Western traders

say that sales have since recovered somewhat but they will still be far short of last year. With tin trading at 60 per cent below the levels seen before the default of the International Tin Council, the reduction in China's foreign exchange earnings will be even greater than the fall in export tonnages.

Chinese industry officials say that although exports will be lower this year output will stay unchanged and more tin will be directed to the home market. Mr Zhu Zu Bao, deputy manager of China National Metals and Minerals Import and Export Corporation in Yunnan Province, which produces at least half of China's tin, says: "The international market is not so good. If we export now we will lose out. But the market in our own country is getting bigger and bigger."

However, western traders are not convinced that China can

reallocate its supplies so quickly. They believe that provincial export managers will be tempted to continue selling abroad to earn foreign exchange whatever the tin price.

China does not publish output of consumption figures. But western traders estimate that production fell from a peak of 25,000 tonnes in the late 1970s to about 15,000 tonnes last year, partly as a result of a drive to increase exports to take advantage of ITC-supported prices and partly as a result of the opening up of new mines.

The oldest and largest source of tin in China is Gejiu, Yunnan, which is known as "The Kingdom of Tin." The hills surrounding the city of 100,000 people are scarred with the red gashes of rock exposed by open-pit mining. Smelters belch smoke day and night.

For decades Gejiu has been one of the wealthiest cities of China's remote interior, exploiting the northern end of the world's tin belt which runs through Burma, Thailand, Malaysia and Indonesia. Large-scale mining techniques were brought in early in the twentieth century after the French colonial rulers of Indo-China built a railway south to the Vietnamese port of Haiphong.

But the very rich deposits are slowly being exhausted. Gejiu's output has fallen from a peak of 20,000 tonnes a year in the 1960s, when it accounted for almost all of China's tin. Mr Zhu says that the average grade of ore processed has fallen from over 0.5 per cent to 0.2-0.4 per cent, stimulated by the price-support activities of the International Tin Council, output has recovered from a low of 7,000 tonnes in the early 1970s and, according to Mr Zhu can be maintained at 10,000 tonnes a year for the foreseeable future.

However, China's second largest tin mining area at Dachang, Guangxi, which has been developed since the 1950s, is gaining in national importance. Mr Guo Wansheng, vice president of the China National Non-Ferrous Metals Import and Export Corporation, told Australian businessmen in May that both the Yunnan Tin Industry Corporation (the state-owned company which dominates Gejiu) and Dachang would be enlarged and expanded under the 1986-90 Five Year Plan using its own technology and equipment. Foreign companies have been involved in the past in the tin industry—albeit on a modest scale, most recently the UK engineering group John Brown completed a modernisation contract at Gejiu.

There is room for improvement in the industry. The proportion of tin recovered from the ore at Gejiu is 55 per cent, according to Mr Zhu, which is very low by world standards. The figure could well be lower in other tin producing areas since concentrator plants and smelters are much smaller than at Gejiu.

Part of the problem is that tin particles in Chinese ore are small by comparison with Malaysian and so are difficult to treat but western engineers say that poor ore processing technology is also to blame. On top of this, electricity shortages mean that production at Gejiu and at Dachang is often interrupted by power cuts.

Under the Five Year Plan a particular target of the tin industry is to raise the amount of by-products recovered from the ore—there are valuable traces of germanium, gallium, antimony, as well as copper, silver and gold. However, for as long as the current slump in world tin prices persists it seems likely that investment in tin will have a low priority for China's non-ferrous metals industry.

The same is true for China's second traditional export metal—tungsten. Mr Huang Chongde, an associate chief geologist at the Ministry of Geol-

ogy and Mineral Resources, says that China has been limiting tungsten production for many years. Exports have moved erratically downwards in recent years from 26,000 tonnes of metal in concentrates in 1981 to 21,000 tonnes last year. In the first quarter of 1986 they totalled 4,368 tonnes.

China, with about 40 per cent of the world export market, has been hit by a relentless slide in prices, which has reflected poor demand in the steel industry, the biggest customer. In the past four years tungsten has fallen from over \$140 a kilo to \$40. There is little sign of a recovery. China has about half the world's reserves of tungsten, found mainly in the south, with the biggest production centre in Jiangxi Province. Mr Chongde says: "There's very little tungsten in the world. The problem is people are using other materials." As a result, China's tungsten industry suffers from a lack of investment—technology is poor and the proportion of tungsten recovered from ore is sometimes as low as 30 per cent according to Western engineers.

Moreover, China lacks the plant needed to convert semi-processed tungsten concentrates into more valuable finished products. Chinese officials are well aware of their difficulties. Last year, the China Tungsten Industry Association was established at Nanchang, Jiangxi, to promote the development and overseas marketing of value-added products. But it is hard to see how state planners would be justified giving extra resources to the industry at this time.

By contrast, the rare earths industry is attracting investment in the hope of increasing its export earnings in potentially valuable markets. Last year, China, the second largest producer after the US, processed an estimated 9,000 tonnes of rare earth oxide (REO), more than half of which was exported. Export earnings have however been modest—averaging \$30m a year in the past five years, according to Chinese officials.

Rare earths are compounds of about 20 elements which are found in small quantities in very few parts of the world. However, since their uses are limited rare earths are not generally in short supply. This is particularly true of mixed rare earth compounds, made up of metals extracted together from the same ore. These unseparated rare earths, used in steelmaking, glass and ceramics, and in cigarette lighter flint, are sold for about \$130 a kilogram of contained REO.

However, there is increasing demand for rare earths separated into individual compounds and metals—for use in high technology industries. These products can sell for \$1,000 a kg and more.

Most of China's exports have so far consisted of unseparated rare earths, but the industry is investing in separation technology. The techniques are difficult to learn. It was only in the late 1970s that China was able to produce concentrates of 90 per cent REO-content, the minimum for separation.

Since then Yue Long, near Shanghai, China's most advanced rare earths plant has concentrated on separated products, which now account for some 70 per cent of its 1,000 tonnes-a-year output. Its best-selling export is yttrium oxide, a powder used in coating television screens. A much larger plant at Baotou, Inner Mongolia, which has hitherto specialised in lighter flints, has also expanded high purity production and last year installed its third separation line. Baotou, with a total capacity of 5,000-6,000 tonnes a year, is not far from Bayan Obo, an iron ore mine which is China's largest source of rare earths.

In developing separated rare earths China will compete with rivals who include Molycorp of the US, the British group Johnson Matthey, and several Japanese companies.

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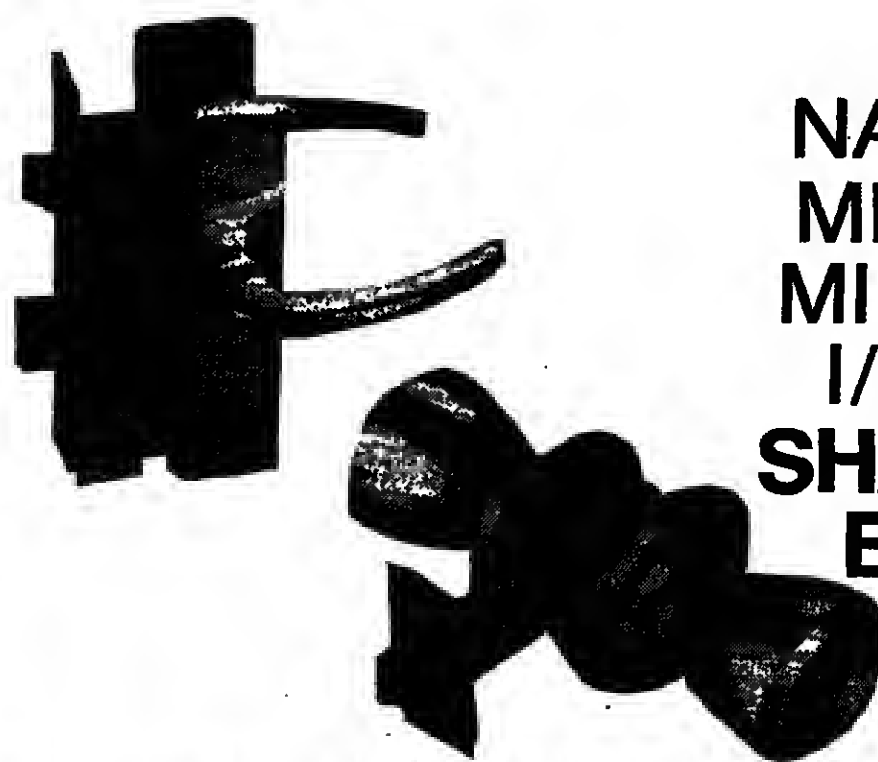
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China's Natural Resources 4

Aluminium

Plant upgrading is part of expansion plan

ALUMINIUM: MAJOR PRODUCTION CENTRES

Source: Metals & Minerals Research Services

MAJOR MINES
 ■ Operating ■ Planned

MAJOR SMELTERS
 ■ Operating ■ Under Construction/Planned

MAJOR REFINERIES
 ■ Operating ■ Under Construction/Planned



CHINA HAS singled out aluminium from other non-ferrous metals for particularly rapid expansion under the 1986-90 five-year plan. But the difficulties the industry faces in achieving the ambitious goal of doubling production are probably greater than those of any other metal.

There is no argument in China about the need to increase aluminium output — the country's rapid economic growth has created demand for the metal for wiring, household goods, cans and aircraft. Last year, China produced some 400,000 tonnes of aluminium, according to western estimates, but imported a further 488,000 tonnes — 92 per cent more than in 1984.

This year government orders to conserve foreign exchange held imports back to 94,000 tonnes in the first five months, 40 per cent down on the same period last year. But western traders expect some recovery later this year and in 1987 as China's stocks run down. The China National Non-Ferrous Metals Industry Corporation (CNNC) accepts that the country will stay an importer of aluminium at the end of the current five-year plan.

Mrs Xiao Tongying, deputy chief engineer at China National Non-Ferrous Metals Import and Export Corporation (an arm of CNNC), says that imports depended on world prices and China's foreign exchange position but they could stay at current levels until 1990.

Mr Gao Wansheng, vice-president of the import and export corporation, told Australian businessmen in May that the target was to raise output of aluminium (an intermediate material produced from bauxite ore) by 1.1m tonnes and of aluminium metal by 420,000 tonnes under the five-year plan.

China has about 30 aluminium refineries, of which the largest are a 110,000 tonnes-a-year capacity plant at Fushun, Liaoning province, and an 80,000 tonnes-a-year plant at Guizhou.

The Guizhou smelter is a modern Japanese-built plant completed in 1981 which, in outward appearance at least, is similar to advanced refineries in other countries. But it is not typical — many Chinese smelters are small, 15,000 tonnes-a-year capacity factories, built 20 or more years ago, consuming power very inefficiently and producing large amounts of polluting dust.

CNNC says that upgrading

and improving existing alumina and aluminium plants is an important element in its expansion scheme, in keeping with the Government's insistence that the emphasis of the five-year plan should not be on large greenfield ventures. However, it is particularly difficult to modernise old-fashioned aluminium plants because the industry is relatively new in comparison with other non-ferrous metals and the technology has changed greatly over the past 30 years, raising the optimal capacity of a smelter from under 30,000 tonnes a year to over 100,000 tonnes.

It therefore seems that the expansion of output at existing sites will largely come from building new production lines alongside old plant rather than modernising existing equipment. Xinhu, the Chinese news agency, last month said that work on the biggest such expansion project had begun at Zhengzhou aluminium factory, Henan, China's largest alumina plant.

Meanwhile, several schemes for new production sites are at various stages of development. The most advanced of the new projects are a 200,000-tonnes-a-year alumina plant in Shanxi and a 100,000-tonnes-a-year smelter in Guangxi, both built out of a second-hand plant bought from Japan, which are

both due for completion next year. China is also planning a 100,000-tonnes-a-year smelter in Qinghai, for which key equipment is being imported from Europe and Japan, and a large-scale project in Guangxi Autonomous Region, involving a 300,000-tonnes-a-year alumina plant and a 100,000-tonnes-a-year smelter, costing some \$700m.

Pechiney, the French aluminium group, and George Wimpey, the UK construction company, have been working on feasibility projects for nearly two years on the Guangxi scheme but there is little sign yet that contracts are to be

signed in the near future.

However, it is a sign of China's concern about the cost of expanding domestic production that the largest investment of foreign exchange that has been made recently was the \$511.5m (US\$72m) purchase of a 10 per cent stake in a smelter in Portland, Victoria, in Australia. The 150,000-tonnes-a-year plant is to start limited production next year.

China has good reason to be cautious. Its aluminium industry faces two serious difficulties which affect not only the prospects for new plants but also maintaining output at existing sites — low-quality home-mined bauxite and inadequate electricity supplies.

China has abundant reserves of bauxite — 400m tonnes of industrial-grade mineral according to western estimates. But this bauxite is hard and poorly soluble and so is difficult to convert into alumina in the Bayer process, which is used in alumina plants throughout the world.

Mr Sheng Da Ming, a planning official of the China National Non-Ferrous Metals Corporation, says: "Our bauxite is hard to treat. It is unique in the world. But we have developed unique techniques to treat it."

However, China continues to import alumina, principally from Australia — 20,000 tonnes a year according to one trader in Hong Kong. The Guizhou plant, which is surrounded by bauxite mines, imports an estimated 80,000 tonnes of alumina a year, which is mixed with local material to improve the quality of the feed to the smelter.

The poor quality of the bauxite means that energy consumption in China's alumina plants is about double the average for

countries where more easily-processed material is used. China's smelters meanwhile consume 10 or 20 per cent more power than advanced plants in western countries, according to the Mining Annual Review, a UK industry publication.

This is largely because of relative inefficiency of small plants; engineers at the Guizhou smelter say it consumes 13,700 Kwh per tonnes of metal, a figure which compares favourably with similar smelters elsewhere.

China's electricity supply cannot keep up with the aluminium industry's demands. Power supplies are frequently interrupted, cutting output and increasing maintenance costs, so that the industry runs below its nominal capacity. The 111,000-tonnes-a-year Fushun plant is operating at 30,000-ton-

nes-a-year, say engineers at Guizhou.

In the long-run, the industry's difficulties should be solved by the expansion of power supplies which has top priority in the current five-year plan. So far only about 5 per cent of China's potential hydropower resources of 370 GW has been tapped. Chinese officials hope that eventually China could become one of the world's largest exporters of aluminium.

The scale of the investment needed in power stations and in transport, as well as the cost of alumina plants and smelters, suggests that it will be well after 1990 before China's aluminium producers meet domestic consumption, let alone have enough metal to sell overseas.

Stefan Wagstyl

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Gold

Output set to rise substantially

CHINA'S GEOLOGISTS are given top priority to prospecting for gold for the rest of the decade. Mr Huang Chongke, an associate chief geologist at the Ministry of Geology and Mineral Resources, says that under the 1986-90 five-year plan gold prospecting will be of the utmost importance because of the need to earn foreign exchange to pay for China's modernisation.

"We have not paid much attention to gold for quite a long time so production is quite low. We want to change this," he said. China's gold output has been rising steadily in recent years according to industry officials — perhaps by 10 per cent a year — stimulated by the rise in world gold prices and by the lifting of restrictions on peasant gold miners, who account for at least 25 per cent of China's production and possibly as much as half.

China does not disclose production figures. Western traders estimate that last year's output was between 60 and 65 tonnes. Mr Hou Jianping, a senior official at the China National Gold Corporation, which is controlled by the Ministry of Metallurgical Industry, says that Chinese gold production is close to that of the US and Canada, which in 1985 produced 78 tonnes and 86 tonnes respectively.

Chinese output is set to increase markedly next year when China's largest gold mine starts production, mining 1,500 tonnes of ore of unspecified grade a day, at Jiaojiaochang, in Shandong Province, which lies on the coast south-east of Peking. Shandong is China's richest source of gold, accounting for perhaps 25 per cent of national output.

Jiaojiaochang is the biggest investment in an expansion programme which has secured an increased share of state funds under the current five-year plan. China Daily recently reported that investment in gold was being raised by 78 per cent this year over 1985 — to 300m yuan (US\$41m). The newspaper said this would rise to 400m-500m yuan a year by 1990, increasing annual capacity by 7-8 tonnes.

These figures do not take account of further increases in production by individual peasants who have been allowed to prospect for gold since 1975. Government officials estimate that some 180,000 peasants have turned prospecting panning for gold in rivers or digging shallow mines.

They have been encouraged by increases in the state bounty paid for discoveries of one tonne and more and in the price paid for metal by the Bank of China, which has an official monopoly of gold sales at home and abroad. The bank last year increased its price from 697 yuan to 865 yuan an ounce (\$188.40 to \$241.90).

This is still well below the world price and smuggling persists, despite severe penalties. Peking recently complained that the 8.7 per cent increase in gold output recorded for the first half of 1986 would have been higher "if the individual miners turned all their products over to the state."

Gold has been found in most Chinese provinces, with mining in some areas dating back thousands of years. But there are often substantial difficulties in processing the ore. Chinese deposits, like those of North America, are modest in grade by South African standards, ranging between 3 and 10 grammes in a tonne of processable ore, according to Mr Hou. However, Chinese ores contain unusually high amounts of carbon which make them difficult to process. "Our processing technology is poor, but there is little we can do about the geology of our country," says Mr Hou.

China is reluctant to involve foreign companies too closely in its gold industry. Mr Hou says there is no need since China's prospecting and processing skills are up to world standards. There have been exceptions. Davy McKee, a subsidiary of the UK engineering group Davy Corporation, in 1984 installed China's first carbon-in-pulp treatment plant (a process developed in Australia for processing low-grade ore) and subsequently built four others.

This year the regional government of Xinjiang Autonomous Region in the north-west signed a prospecting joint venture with Galactic Resources, a small Vancouver-based company. The China National Gold Corporation is planning to invest in a small Canadian gold mine — Bunker in the Yukon.

These moves are modest in comparison with the hopes some western gold companies had in the late 1970s and early 1980s of winning permission for big prospecting and production ventures in China. Mr Hou says: "We will not allow foreign companies into China's gold industry for the time being. This policy will not change in the short-term."

There is a lively and growing market for gold jewellery in China, with stores in large cities doing a brisk trade in low-weight low-carat rings, necklaces and bangles. Western traders believe the potential demand could be enormous since gold sales resumed in 1983 after a ban of 20 years. But the Bank of China is likely to control the bullion supplied to the home market very closely since it is selling gold abroad to ease the country's current account deficit. Earlier this year traders in Hong Kong reported that China sold 10 tonnes of gold.

Stefan Wagstyl



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Molybdenum Sulphide Concentrate

Specifications:

Special grade

Mo 51% min
 SO₂ 3% max
 Pb 0.1% max
 Cu 0.1% max
 CaO 0.5% max
 Si 0.05% max
 Oil and water: 4% max

First grade

Mo 47% min
 SO₂ 11% max
 Pb 0.1% max
 Cu 0.1% max
 CaO 2% max
 Si 0.05% max
 Oil and water: 5% max

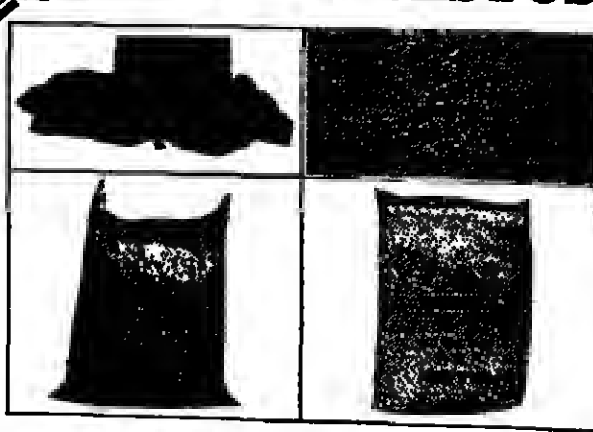
Second grade

Mo 43% min
 SO₂ 13% max
 Pb 0.3% max
 Cu 0.3% max
 CaO 2% max
 Si 0.05% max
 Oil and water: 5% max



China National Metals & Minerals I/E Corp., Shaoxing Branch
 37, Lianhua Rd., Xian, China
 Tel: 27753
 Cable: "MINMETALS" Xian
 Telex: ADBPT CN

QINGHAI ASBESTOS

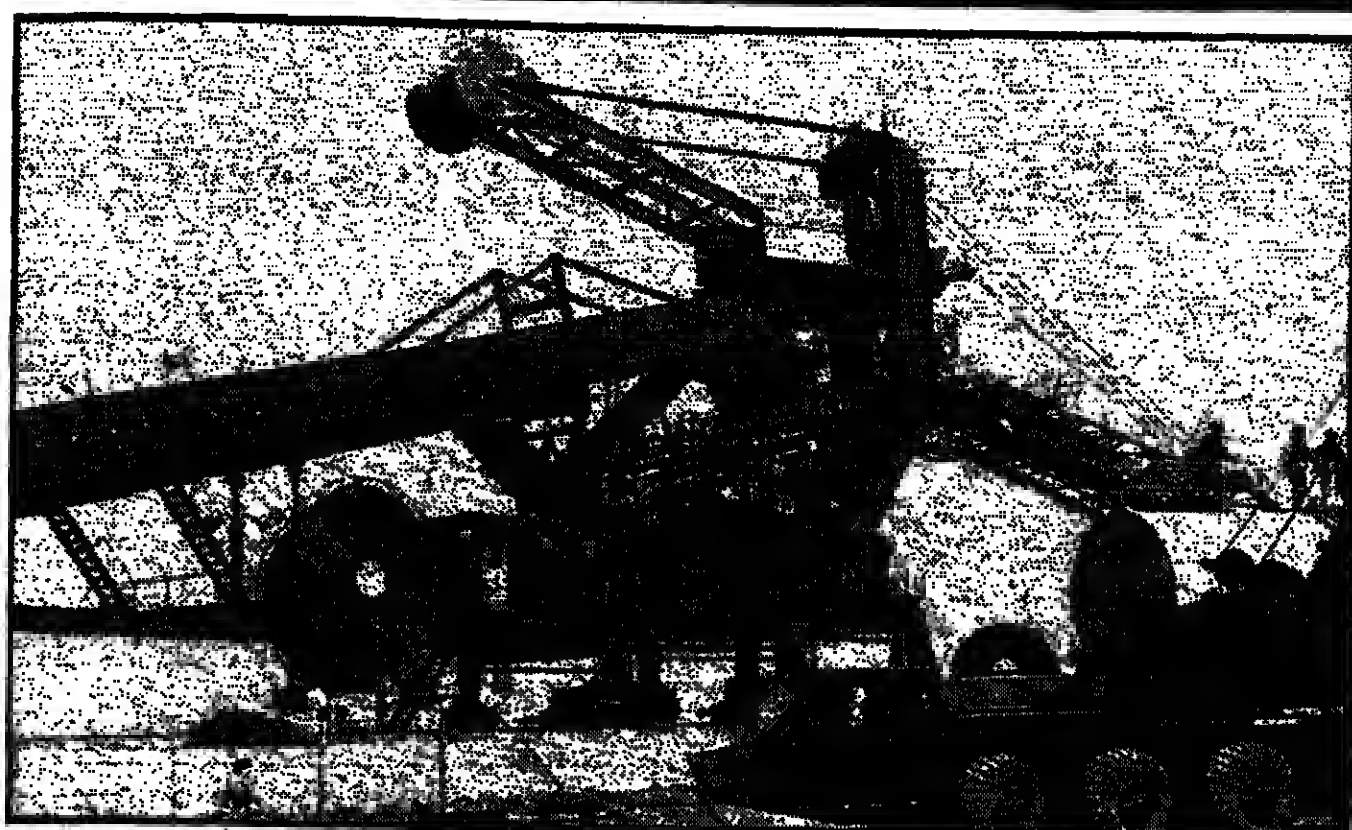


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China National Metals & Minerals I/E Corp., Qinghai Branch
 3, Qilian Road, Xining, China
 Tel: 77641-121, Telex: 70139 QHMET CN
 Cable: "MINMETALS" Xining

China's Natural Resources 5



Coal handling equipment at Shijui Port, Shandong, jointly built with Japan

Coal

On target for 1bn tonnes

CHINA, WHICH last year overtook the US and the USSR as the world's largest coal producer, is continuing to expand its output at a relentless rate.

The 72m tonnes of new output mined in 1985 was in excess of the total production of West Germany, a major coal mining nation. The forecast increase this year is another 23m tonnes, which would take the total to 847m tonnes, putting the industry well on the way to reaching its target of 1bn tonnes by 1990. All this has come as something of a surprise to the world coal industry. When, at the end of the 1970s, the country's plans for coal were unveiled to reveal a projected doubling of production to 1.2bn tonnes by the end of the century, they were largely dismissed as excessive, as reflecting the lack of realism that often accompanies much long-range planning in centrally planned economies. Many analysts predicted that these figures would be steadily revised downwards.

Certainly the plans have been revised, but not downwards. Now the China National Coal Import and Export Corporation reckons that output is likely to be closer to 1,400m tonnes in 14 years' time rather than the 1,200m tonnes originally projected.

The problems of expanding the industry—seen as essential for sustained economic growth—are manifold. The coal is there in vast quantities—the latest estimate 770bn tonnes of which 100bn tonnes are recoverable with present mining techniques. But the coal is all in the wrong place.

The sparsely-populated northern provinces are the centre of current activity and future expansion with 75 per cent of the reserves, but the demand is largely in the industry and population centres of the south. The sustained and wide-spread development of transport to move coal hundreds of miles is in hand. Currently most of the attention is on the

upgrading and electrification of the rail links between the main coal-producing province Shanxi (214m tonnes last year out of a total output of 847m tonnes) and the Pacific port of Qinhuangdao and the upgrading of that port's throughput from 40m tonnes annually to 75m tonnes.

Just as important, however, is the expansion of road and inland shipping capabilities and the establishment of a series of mine-mouth power stations to convert coal into electricity at source.

It is at the production level, however, that most effort is being concentrated. While mammoth open-cast developments such as the 15m tonne a year, \$850m Antaibao joint venture between Occidental Petroleum and a range of Chinese interests may attract the headlines, the bulk of production is at a much smaller level. No one actually knows just how many mines there are in the country, but there could be as many as 80,000, only 580 of which are the major state-owned mines. The others range from developments run by provinces to family-operated pick and shovel operations.

Certainly much of the growth in production over the last couple of years has been at the local level where more than half (490m tonnes last year) the country's output is won. Initially, the China National Coal Development Corporation had put greatest emphasis on mega-projects like Antaibao which is due to export its first coal in a year's time.

Many of these involved a substantial element of foreign investment. But over the last couple of years the nation's planners have cooled to these joint ventures, partly shrinking away from loading the country with debt repayments and partly because international coal prices have steadily plummeted from a high in 1981 and 1982 with no sign of any recovery.

Many of the internationally-backed projects were seen largely as export mines whose profits would pay for the installation of upgraded rail links and port facilities. These could then be used for domestic as well as international traffic.

The biggest casualty so far has been the Jungar open-cast development in inner Mongolia which attracted US\$125bn in Japanese funding—along with a \$1.5bn loan from the World Bank. It was seen as a 'Zhangbei'—would have (and may still, as it is still listed in the current Five Year Plan) seen the construction of a 55m tonne a year open-cast mine as well as two 2,600 kilometre slurry pipelines to take the coal to Qinhuangdao.

Up to six power stations were to be erected along the route of the pipeline. Although work had in fact started on Jungar where Bechtel of the US was involved in a joint venture, last year the Chinese involved stop-work clause and Bechtel has now quit the site. Many felt that Jungar was just too big and if such projects ever go ahead it would be in the much longer term.

On a much more modest and realistic scale another casualty has been brought low by disappointing rewards on the world market. After expressing keen interest for two years Shell Coal International decided to abandon the joint venture to build the Jinning II underground mine in Shandong province.

Shell had a lot going for it in Jinning. The coal quality was excellent with low sulphur and high heat content, and a short, existing rail link to the deep water port of Shijiao. But the geology of the mine worried Shell's coal affiliate which wanted as trouble-free an introduction to the Chinese coal industry as possible. While Shell is still expressing an interest in participating elsewhere in the expanding industry, the Shandong province says it will go ahead with Jinning on its own.

This cooling of the ardour for foreign participation in the

Coal production and exports

Year	Production (Million tonnes)	Exports
1980	620	6.3
1981	621	6.6
1982	646	6.4
1983	715	6.6
1984	775	7.0
1985	847	7.6
1986*	870	9.0
1990*	1,008	28.0
2000*	1,200-1,400	n/a

*Forecast
Source: China National Coal Import and Export Corporation

industry is, however, only relative, with many coal producing companies either involved or anxious to be involved with the industry's rapid expansion, if the terms are right. By far the biggest national effort is coming from Japan which has committed US\$2.8bn for the development of nine Chinese mines with a combined 40m tonnes annual capacity.

The World Bank, too, is proving a major source of finance and will be lending US\$120m in its first project, the 4.5m tonne a year Chancun mine in Shanxi. And, while it is willing to back a project of this kind every year, the bank is keen to explore other ways of development.

This has strengthened the view in China that the way ahead is not just through major greenfield schemes but, for the rest of this century, by backing expansion of existing mines and by raising productivity.

The coal ministry is upgrading 77 of its major mines in the current Five Year Plan (FYP). By 1990, according to the director of the ministry, 81 per cent of mines in major coal producing areas will be mechanised for coal cutting, helping to bring national productivity to two tonnes a man shift. Of all the aspirations for the industry this is probably the most unrealistic: it was only in June this year that national productivity exceeded one tonne a man shift.

But if productivity is low, so too are mining costs. A recent World Bank report, China, the Energy Sector, calculated long-run marginal costs in the industry at US\$9.7-US\$11.8 a tonne, a rate which is not expected to rise much this century. This contrasts with South African international markets reckoned to be the lowest cost producer— which will have marginal costs of twice this level by 2000 according to International Energy Agency estimates.

It is this low cost factor that will make China such a strong competitor if it ever chooses to enter the international coal market. Until now its efforts have been paltry, rarely more than 1 per cent of production. But this spring all this changed when a target of 20m tonnes a year was announced for 1990, double 1985 expectations.

The main market will be South East Asia since China's ports are only equipped to handle small ships which are uneconomical over long distances. Qinhuangdao, for example, can handle no more than 50,000 dwt vessels.

The region is likely to become an increasingly competitive market, with Indonesia planning to start exporting and South Africa certain to increase its efforts if it is barred from the European market.

However, China's record in achieving its self-set target and its low production costs mean that if China's coal industry planners start to focus their attention for the first time beyond their country's needs, competitors will find very difficult indeed.

Gerard McCloskey

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Since 1960 when Minmetals Liaoning (Liaoning Branch of China National Metals & Minerals I/E Corp.) started dealing directly in the import and export business, our export commodities have been marketed to all parts of the world.

Currently, our main exports are Talc (Powder), Dead Burned Magnesite, Fused Magnesite, Calcined Magnesite, Raw Magnesite, Silicon Carbide, Non-metallic Building Materials, Bentonite, Fluorspar, Fire clay, Bauxite, Feldspar, Ceramic clay, Ball Stones, Mica, Agate Ball, Agate Mortar and Pestle, Aluminium Sections, Secondary Aluminium Alloy Ingots, Chrome Metal, Vanadium Metal, Silicon Metal, Iron Washers and other Fasteners, Building Hardware, Cast Iron Products, Flanges, Mild Steel Link Chains.

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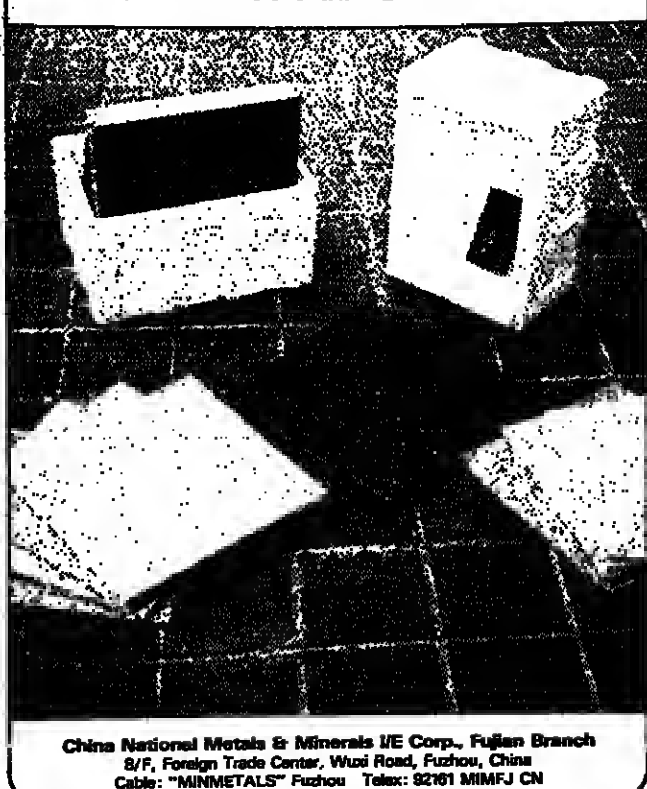
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China's Natural Resources 6

Iron Ore

Import growth likely to decrease

FUJIAN
GRANITE SLABS

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HEBEI METALS AND MINERALS



Hebei Branch of China National Metals & Minerals I/E Corp., in Shijiazhuang, the capital of Hebei Province, was established in 1974. We are a specialized corporation dealing in the import and export of metals and minerals products. Over the last ten years, Hebei Branch has been handling about one hundred kinds of products, which are exported to various countries and regions all over the world.

Situated in the North China Plain, Hebei has an unfreezing natural port, Qinhuangdao, in its North-east and three major railways (Beijing-Shenyang, Beijing-Guangzhou, and Beijing-Shanghai) run through it. Yanshan and Tai Hang Mountains separately lie in the Western and Northern parts of Hebei Province, where mineral resources are plentiful. Due to improved administration and the use of advanced technology, with improved management and the use of advanced technology, our manufacturers have much upgraded the quality, and rapidly increased the quantity of our metal products. Contracts can, we guarantee, be carried out on schedule.

Scope of Business

We import and export building materials, metals, non-metallic mineral products and metallic products. We are also active in developing business covering small and medium scale compensatory trade, joint ventures, processing of supplied materials or to buyers' drawings or samples.

Kinds of Exports

- METALLIC MINERALS:** including Molybdenum Concentrate, Calcium Ortho-Tungstate, Silicon Metal, Ferros Silicon,

THE METALS import/export officials at the Wuhan Iron and Steel plant, China's second largest, have hosted an increasing number of Brazilian delegations in the past year or so, with the guests offering cut price iron ore in an attempt to win market share away from long-time Australian suppliers.

While the Wuhan officials are tempted, they are yet to purchase ore from Brazil and, for the time being, intend to go on buying about 2.5m tonnes annually of Australian ore to bring its raw materials-mix up to standard.

Last year, the country imported about 10.6m tonnes of ore, up from about 6m tonnes in 1985. China is fortunate to have large iron ore reserves—estimated at 46.5m tonnes—but is unfortunately hindered by the poor quality of the ore, which has an iron ore content well below the 62.7 per cent needed to make products of reasonable quality.

Just under 25 per cent of the total resources are suitable for direct processing while reserves containing 35 to 50 per cent ore content make up about 5 per cent of total deposits, and about 92.5 per cent contains less than 34 per cent iron.

The problem is complicated by a chronic shortage of energy that hampers the country's ability to refine its own reserves in the manner used by most developed countries, so diplomats are convinced that China will need to import increasing amounts of ore in coming years.

Figures for the first quarter of this year suggest that import growth is likely to be much lower than that of last year, as the Chinese Government has apparently been more sparing in its purchases in a bid to reduce a US\$14.7bn trade deficit in 1985.

According to the Ministry of Customs, imports for the first three months amounted to 1.97m tonnes, while Australian figures show an 18 per cent fall in the dollar value of unworried iron and steel exports in the first five months compared with the same period last year.

To counter the long-term problems of inadequate supplies, China's Ministry of Metallurgical Industry has been negotiating for the past two years with CRA, the Australian metals mining company, on the possibility of taking a stake in an iron ore mine at Mt Gannan in Western Australia.

The Australian Prime Minister, Mr Bob Hawke, has taken a high profile in promoting the project and invested much of his personal prestige, yet contracts remain unsigned and there is no indication of an imminent signing.

Mr Hawke's vision was to hitch the Australian iron and steel industry to China's burgeoning steel needs but the fall in world commodity prices has derailed those plans, and delayed the necessity for China to sign long-term contracts.

A second major project, possible Chinese involvement in the reopening of a BHP blast furnace at Kwinana in Western Australia, has faltered as the two sides debate the price of pig iron produced. The Australian taking about a 48 per cent share, Dr Ross Garnaut, said historically low prices are "well below levels necessary to sustain new investment on new facilities anywhere in the world," but do not rule out the possibility of a Kwinana reopening.

Dr Garnaut, formerly the senior economic adviser to Mr Hawke, said that the "natural economics" of China's iron and steel industry "point to the concentration of investment in final stage processing, accompanied by expanded imports of some raw materials and intermediate products."

Meanwhile, the China International Trust and Investment Corporation (CITIC) has been investigating the possibility of taking a stake in a Brazilian mine and pig iron facility. Citic has already shown its willingness to invest in resource projects abroad by taking a 10 per cent stake in an aluminium smelter this year in Victoria state.

The giant Baoshan iron and steel plant in Shanghai opened in September last year will consume increasing amounts of ore imports with its expected first stage output of 3m tonnes of iron, 3.1m tonnes of steel, 500,000 tonnes of seamless steel tube, and 2.12m tonnes of steel billets.

While the Australian Government had hoped to provide about half of the imported ore, the country's sales are running at about 40 per cent, with Brazil taking about a 48 per cent share and India selling most of the remainder. Baoshan officials have complained that the sulphur content of the Australian ore is too high.

Both the Brazilians and Australians are watching with interest the jockeying by

various Chinese provinces to gain final approval for the next large iron and steel complex. Ningbo, south of Shanghai, appears to be the front runner, with Sir Y. K. Pao, the Hong Kong shipping magnate, lobbying strongly on behalf of his home town.

A pre-feasibility study for the US\$4bn plant has been approved in principle by China's State Council, which has apparently also given the nod to an unusual proposal for the plant to sell some of its output to Chinese customers for foreign exchange to help pay for the cost of imported equipment.

A consortium of British and West German companies, including Davy McKee, North-

ern Engineering Industries and Ferrostaal, has apparently been organised by Sir Y. K. Pao to equip the plant, and the Hong Kong businessman has indicated that he hopes some kind of signing ceremony for the project will take place when the Queen visits China in mid-October.

Observers consider that China will need to build at least two more large plants if it is to reach the ambitious goal of producing 95m tonnes of steel in the year 2000, a goal that would require an output of about 25m tonnes.

At present Peking is giving priority to overhauling older plants, particularly Anshan, the largest in the country, and Wuhan. The Anshan facility in

northern China is expected to produce 8m tonnes of steel in 1990, about 14 per cent of the planned national output.

Both the Wuhan and Baoshan plants have been severely handicapped by the energy and communications deficiencies that have restricted Chinese industry as a whole. Wuhan has long been unable to use fully equipment imported from West Germany and Japan, as the central Chinese city has been plagued by power shortages.

The Baoshan plant has been an exercise in mismanagement. Equipment purchased for the plant was found to be unsuitable for Chinese ore, while the port developed to take ore shipments is unable to handle bulk

carriers, which have to unload their cargo at Ningbo.

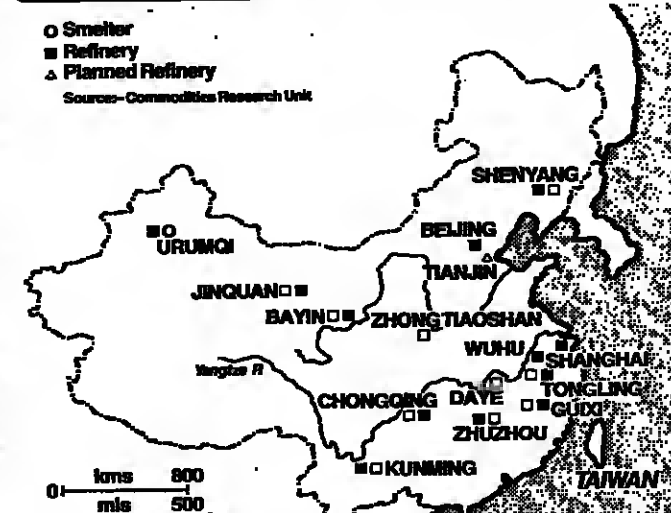
The country, which follows the Soviet Union, Japan and the US in iron and steel production, is also attempting to expand mining operations that have been made difficult by the awkward location of reserves. Iron ore output last year was just over 130m tonnes, up from 110m tonnes in 1980.

About 6m tonnes of known reserves are located in areas unsuitable because of adverse hydrological conditions or communications problems, while about another 6m tonnes of verified reserves are in virgin areas.

Robert Thomson

COPPER: MAJOR PRODUCTION CENTRES

○ Smelter
■ Refinery
▲ Planned Refinery
Source: Commodities Research Unit

Consumption still
at low level

TONGLING, 300 miles inland from Shanghai, along the Yangtze River, is the largest copper production complex in China with two smelters and six refineries. However, expansion of the newer smelter and development of a huge underground once-body have been deferred for lack of investment capital.

Instead the only investment that will definitely be made at Tongling in the next year is an extension of a concentrate storage building which holds a large proportion of imported material.

Investment delays and increasing reliance on imported raw materials are central themes in China's copper industry today. In the past five years China has become a major importer of refined copper and copper concentrates.

Although plant manufacturers have found a good market in China for continuous cast rod plants, earlier hopes of substantial sales of smelting and refining plants have not been fully realised.

China publishes no official statistics on the production of copper or any other non-ferrous metals but estimates, based on an increasing number of visits by Westerners to China's mines and smelters, now suggest that mine output totals about 200,000 tonnes per year of copper. This is supplemented by imported blister (unrefined) copper and concentrates, and a small amount of secondary recovery, so that output of refined copper totals approximately 300,000 tonnes per year.

Imports of refined copper have varied considerably from year to year and may have been as high as 160,000 tonnes in 1983, which implies that China's consumption of copper is of the order of 450,000 tonnes a year. This puts China in fifth place among the copper-consuming nations of the world. In relation to the size of its population, however, the consumption of copper in China is minute. Consumption per head of population is less than half a kilogram per year, compared with 11.5 kg in neighbouring Japan and 4.25 kg in the rapidly industrialising South Korea.

With a population of over one billion people, even a small move could make China one of the very largest national markets for copper.

However, as in all developing nations, the limitation on growth is not potential demand but financial and technical resources. In the late 1970s a number of new projects were announced in the non-ferrous metals industries many of which were subsequently cancelled. A shortage of foreign exchange currently restricts the development of the capital-intensive sectors of the Chinese economy and within these sectors the available foreign exchange is now carefully allocated.

In the 1980-90 five-year plan, copper ranks third among the non-ferrous metals behind aluminium and zinc for the allocation of investment in new capacity. China's reserves of copper are by no means fully explored but the known deposits tend to be small in scale or low in grade by world standards. Proving new deposits is not only expensive but can also be very slow. Even then, development may be long delayed by the lack of transport facilities, power supplies and communications.

For this reason, and because most of the country's smelters

are old and have been expanded piecemeal over many years, such investment as the copper industry will receive in the next five years is likely to be directed at improving and increasing smelting and refining capacity, rather than developing any major new mines.

Evidence of this policy is the new smelter at Guixi, in Jiangxi province, which started production early in 1985. This smelter is in an area of copper mine production, but another new smelter, currently at the planning stage, will be located at the mining of Tianjin, to the east of Beijing.

The Tianjin smelter is expected to rely heavily upon imported concentrates and would considerably increase the disparity between domestic copper mine capacity and smelting capacity.

Several of China's smelters have come to use increasing proportions of imported raw materials in recent years. Imports of concentrates in 1985 are estimated at about 85,000 tonnes of copper content. Within three years, this figure may increase by 50 per cent.

China is considering the possibility of investing in an overseas copper mine to secure long-term supplies of concentrates. In the south-east region of China, the 90,000 tonnes/year Guixi smelter is being fed partly by imported concentrates and partly with domestic material diverted from other smelters. The largest nearby mine, at Dexing, produces only 10-15,000 tonnes/year of copper, a major expansion of this mine was one of many capital projects abandoned in the early 1980s.

Even the copper smelter at Kunming, in the Yunnan province, now finds itself short of domestically produced concentrates. Imports have to travel 1,700 km by rail from the port of Zhanjiang.

The Yunnan smelter at Kunming, built in the late 1950s, was originally intended to produce 120,000 tonnes/year of copper, but only half of that capacity was installed. A huge unused area of the smelter building is now being utilised to house a continuous cast rod plant, which should start production in 1987.

At least 12 new continuous cast rod plants, with a combined capacity of perhaps 400,000 tonnes/year are due to be in operation within the next two years. Existing older hot-roller rod mills which are estimated to produce about 200,000 tonnes/year of rod.

New rod mills can scarcely hope to operate at more than half their rated capacity, so the prospects for further sales of rod plants must be small.

Nevertheless, demand for wire and cable products will remain strong in power distribution (where aluminium is also used); in telecommunications and in industrial and domestic wiring.

China's copper industry will therefore require not only considerable quantities of imported concentrates and refined copper but also western technology in the fabrication and application of copper. If the copper industries of the Western world fail to supply this need, they will fail to capitalise on the last great undeveloped market for copper in the world.

Christopher Stobart

Kaolin from Yunnan,
China

In natural lumps

No.	Al ₂ O ₃	Fe ₂ O ₃
Y-1	36%	1.0%
Y-2	15%	0.5%
Y-6-1	38%	0.5%
Y-6-2	38%	0.5%
Y-9	25%	0.3%

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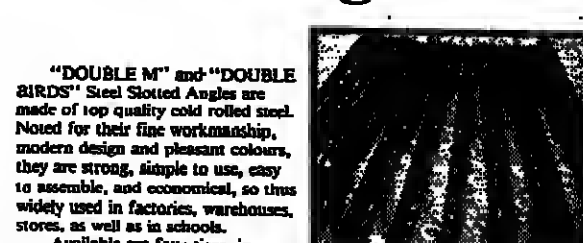
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Joint Ventures

Emphasis placed on earning export income

EVEN THOUGH foreign investment has been sluggish in China, the Chinese Government has shown restrained enthusiasm for metal and mineral ventures on its own soil, though it continues to look abroad for projects that will fill gaps in domestic supplies.

The Government is likely to introduce new investment regulations soon in an attempt to lift investment, with the emphasis on offering foreign companies a reduction in costs and removal of some of the stifling Chinese bureaucracy, according to diplomats based in Peking, who say that senior leaders have begun to appreciate the seriousness of the downturn.

But there is no guarantee that the Government will be much more willing to outlay scarce foreign exchange for ventures in the metals and minerals sector. Priority is being given in the communications, as problems in both areas seriously hinder the modernisation drive.

Foreign investment in China fell 20 per cent to US\$1.34bn in the first half of this year, and the paramount leader, Deng Xiaoping, has said since that the country must provide the opportunity for foreign investors to make money.

Investors have long complained about the rampant overpricing by provincial officials and high wages for low-skilled staff. Investors are con-

cerned by the difficulties in repatriating hard currency profits and the Chinese obsession with balancing foreign exchange accounts of joint ventures.

Part of the Chinese reluctance to commit themselves to joint ventures in metals and minerals is the confidence of some officials that China is already skilled in winning resources, though most concede that their technology is backward. (China, however, is exporting coal mining equipment.)

One Hong Kong businessman seeking a precious metal joint venture was told that China doesn't need any assistance but would be interested in looking with him for a suitable venture abroad.

Chinese officials generally say that they are very keen on joint ventures, but particular departments are hindered by their relatively low rank in the list of key projects. The China National Non-ferrous Metals Industrial Corporation late last year presented a list of 18 potential projects to Japanese investors, with eight of them joint ventures and ten of them involving technology transfer.

The Chinese admit they are unskilled in, for example, offshore oil exploration, in which the Chinese are relying on the skill of foreign companies to find and exploit reserves. However, foreign enthusiasm for China's offshore

oil reserves has waned with the slump in offshore prices, and oil company representatives suggest that several companies have made small to medium finds in the South China Sea but are willing to develop the reserves in the present climate.

Construction of China's largest energy joint venture, the Pinghuo Antaihai open-cut coal mine in the northern province of Shanxi is apparently progressing well, with production due to begin formally in about September 1987.

Occidental Petroleum Corporation, originally expected to have about a half share, has a 25 per cent stake in the US\$850m project, with the majority shareholding being held by the China National Coal Development Corporation, the China International Trust and Investment Corporation (CITIC), and the China Trust and Consulate Company.

The site has an estimated coal reserve of about 500m tonnes, within a contact area of 18.5 square kilometres, about 500 km south-west of Peking. Initial annual production is expected to be 15.33m metric tonnes, which is about 70 per cent of the present total output of Chinese open-cut mines. At full capacity, output is expected to reach 45m tonnes annually.

The Occidental Joint Venture highlights the difficulties that need to be overcome in reaching an agreement in China



Deng Xiaoping, China's paramount leader, wants the country to provide the opportunity for foreign investors to make

on major projects. Negotiations began in 1980 and took the best part of five years to complete, with one of the more difficult problems being the wages of Chinese staff.

Initially, the two sides had agreed on an hourly wage of US\$12 for Chinese miners, but a fall in the price of coal prompted Occidental to ask Joint Ventures that wages be tied to how much a miner produced. As with all Joint Ventures the miner would have received only a fraction of the US\$12, with the bulk going to the Government. (In some cases, joint venture staff are paid up to two times what they actually take home.)

The project received China's approval because of its ability to earn foreign exchange through exports, with China handling the marketing of the coal, and as it was explained by Mr Armed Hammer, chairman of Occidental, the country will keep the foreign exchange flow up by exporting a greater proportion of production if coal prices fall.

Occidental is fortunate that the transport problems that plague many joint ventures have been eased by the construction of a rail line from Shanxi to the northern port of Qinghuandao in Hebei province. Doubt has been raised over the venture during the negotiations when foreign banks proposing to finance the project were unsure of the validity of Chinese guarantees. Foreign business people have complained that they are uncertain of what authority Chinese ministries and major enterprises have in raising finance.

Another project to receive Chinese approval is a venture to mine, process and market marble jointly from China's Shanxi province. Denver-based Crossland Industries has an agreement with the Government-run Shanxi Marble International Company to invest US\$150m with the ambitious aim of producing marble worth US\$150m to the first stage rising to US\$350m at full capacity.

A group of Japanese companies are understood to be on the verge of final agreement to develop uranium resources in China. Some 30 Japanese companies have just completed a two-year study and have initial agreement for a joint venture to mine uranium at Qinglong in Hebei province.

Chinese officials apparently approached the Japanese Government in mid-1984 with a series of proposals for joint mining, though some Japanese companies had shown interest as early as 1980. A broad outline co-operation agreement was signed by the two countries in July last year.

The project shows that the Chinese Government has a list of priorities for joint venture, with particular emphasis given to their ability to earn export income. China had a bilateral trade deficit with Japan of about US\$7bn last year, and Chinese officials are known to be keen to export anything that would reduce the deficit.

Meanwhile, China continues to contemplate investments abroad, having finalised agreement several weeks ago to take a 10 per cent stake in an aluminium smelter in the Australian state of Victoria. Chinese officials are known to be looking for suitable investments in copper, iron ore and pig iron.

Robert Thomson

Lead/Zinc

High priority given to sector

FANKOU, Guangdong province, is unmistakably a mining town. The concrete towers at the head of the mine shaft are visible from almost every corner. An aerial cable-way crosses over streets, houses, gardens and a duckpond as it carries buckets of ore from the minehead to the processing plant.

Some 40 kilometres away is the city of Shaoguan, where lead and zinc concentrates from Fankou are taken for smelting into metal. Wisps of smoke rise above the plant during the day; at night the furnaces glow.

Fankou and Shaoguan are the pride of China's lead and zinc industry. The mine is the largest in China, producing over 60,000 tonnes of zinc a year and nearly 30,000 tonnes of lead. Most of it is smelted at Shaoguan, which has an annual output of 30,000 tonnes of zinc and 20,000 tonnes of lead.

Under the 1986-90 five-year plan, both Fankou and Shaoguan are being expanded to help try to close the expensive gap between China's zinc production and consumption, which has to be filled by imports.

At the mine, output is being raised by 50 per cent in a 300m yuan (US\$41m) investment scheme, which involves increasing mechanisation underground, bringing in more motorised drills and ore transporters.

The Shaoguan smelter is spending 50m yuan (\$13.5m), increasing capacity by 15,000 tonnes of lead and zinc by the end of 1987 by installing a larger acid treatment plant. There are plans for a further 25,000-tonne expansion by 1990 and tentative proposals for a new smelter on the site which would take total capacity to 100,000 tonnes.

The investments are typical of the piecemeal modernisation of industry which has a high priority in China under the five-year plan.

China's planners have given the lead and zinc industry a priority second only to aluminium among non-ferrous metals. The reason is the country's growing demand for zinc for galvanising steel and for alloys. China last year imported 289,000 tonnes of zinc, 17 per cent more than in 1984.

China is cutting back sharply on this to save foreign exchange. In the first five months imports were 77,000 tonnes, or 42 per cent down on the same period in 1985. Officials at the China National Non-Ferrous Metals Import and Export Corporation, however, expect the country to be still importing zinc in 1990.

China publishes no official production figures. But Mr Pan Chang Bo, chief engineer at the Shaoguan smelter, says that national output of lead and zinc last year totalled 580,000 tonnes, two-thirds of which was zinc. This implies zinc production was 370,000 tonnes and lead 190,000 tonnes.

The figures for zinc is higher than most Western estimates, which put output at 250,000 to 300,000 tonnes. Mr Pan's figure for lead is in line with most foreign estimates.

Mr Pan says that the target was to raise output of the two metals to 780,000 tonnes a year by 1990, a 40 per cent increase on last year.

The biggest contribution to this planned expansion is likely to come from the development of a new surface mine at Changba, in Gansu province, in the north west of China, which is expected to come into production before 1990 and will eventually be larger than Fankou.

Nearby at Beiyang, a 50,000 tonnes-a-year lead smelter is under construction with help from Lurgi, the West German engineering company, two Japanese companies, Mitsui and Tebo Zinc, have two equipment contracts for a 100,000 tonnes-a-year zinc smelter.

Apart from Fankou and Shaoguan, existing plants are being up-graded. China's largest electrolytic zinc refinery at Zhuzhou, Hunan, is being expanded from a capacity of 100,000 tonnes a year to 135,000 tonnes, with the help of imported equipment. At Huldai, Liaoning, Mitsui is installing a new zinc smelter to replace one which dates back more than 30 years.

Chinese engineers are also paying more attention to improving the industry's performance by cutting the relatively high energy consumption of many smelters. Mr Pan says that while the Shaoguan smelter compares

favourably with smelters in the industrialised world, consuming 2.1 tonnes of standard coal (a measure of energy) per tonne of zinc produced, some other Chinese smelters consumed 3.4 tonnes of standard coal. "It is important to reduce this in our country," he says.

Looking beyond 1990, the industry is concerned about developing new deposits to replace mines where reserves are slowly running out. Fankou ore is already being transported from Guangdong in the south to smelters in the Liaoning in the north east of China because of falling mine output there.

The most ambitious plan now before the China National Non-Ferrous Metals Industry Corporation is a proposal to build a lead and zinc industrial

centre, including a mine, concentrators and smelter at Laping, Yunnan, in the remote mountains near the Burmese border.

Mr Huang Chongta, an associate chief geologist at the Ministry of Geology and Mineral Resources, says that the Laping deposit is one of the best in China with 14m tonnes of ore containing 10 per cent lead and zinc. However, Laping lies some 300 miles from the nearest railway.

At Shaoguan, Mr Pan says: "The first thing at Laping is to build a railway to the deposit before we can do anything else. . . I think we could develop it under the Eighth (1991-95) five-year plan."

Stefan Wagstyl

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Profile: Huangshi

Copper mining remains vital

It can be hard to imagine what Huangshi, an industrial city of 1.2m people in the extreme east of Hubei province, might have looked like when it was under the jurisdiction of the State of Chu almost 2,000 years ago.

Certainly the swarming population, and the functional red brick buildings, would not have been part of the landscape. But what would have been there — and these are two factors that give the city a rare sense of continuity stretching back through three millennia — are the Yangtze river, and a thriving copper mining industry.

Today the area around Huangshi is acknowledged to have about one-fifth of China's total copper reserves — second only to Guizhou in Jiangsu province.

The red dust from the open-cast mines on the city's outskirts seems to coat everyone's boots. With one of China's four largest iron mines, producing 5.5m tonnes of ore a year, and a wealth of rare metals and minerals and zinc (among them aluminium, molybdenum, nickel, manganese and zinc as well as coal, limestone and gypsum) it has developed rapidly to become one of the most important mining areas in China.

It is for this reason that the Panyu steel plant, first operated in 1959, and still a leading national producer of special steels, is on the outskirts of the city.

What was only recently realised was that Huangshi was also the cradle of copper smelting in China, and perhaps in the world. It was probably the unusual green stones and the rare blue flowers that first alerted peasants in the state of Chu that copper was present at Tongshan — which literally means "green copper mountain" — just south of Huangshi.

Ancient mines recently unearthed show that copper was being mined at Tongshan more than 2,700 years ago. Vertical shafts more than 100 feet deep have been found, along with 25 smelting furnaces and about 30,000 tonnes of very old slag.

Archaeologists estimate that 80,000 tonnes of copper were extracted before the

mines were abandoned, perhaps because of flooding.

Ore mined in the area today contains between 12 and 20 per cent of copper, and is associated with up to 30 per cent of iron. But with nearby iron mines yielding up to 60 per cent of iron from ore, it was never the associated iron that excited China's early emperors — or for that matter the invading Japanese army in the 1930s.

It is a matter of pride among Chinese and Huangshi today that while the occupying Japanese army succeeded in getting iron ore back to Japan to aid their war effort, they were always frustrated by resistance fighters in their efforts to export copper.

Today's mining operations are a far cry from the days of the state of Chu, where miners crawled underground equipped with simple metal and wooden implements. For that matter, they are modern even by 19th century Chinese standards, since much mining across China is still a pick, shovel and wheelbarrow affair.

Most copper is mined from the mountainside by giant caterpillar-tracked cranes. Operations appear efficient even by international standards. Continuous lines of lorries carrying the red ore rumble up the quarry slopes, and crowd roads serving the mining areas.

In a country where many labourers appear to spend more of their time resting on their elbows than mining them, the curlew-like hum of the mine sites is striking.

Only a little refining is done locally. Most ore is carried by rail or by river to large refineries in more secure parts of the country (the memories of Japanese wartime bombardments have yet to fade).

The products emerging from the refineries today may have little to do with ornate bronze bells and wine censors that were so much the crux among the princes of Chu, but they remain important enough in the Chinese economy to make Huangshi one of the country's most critical mining areas.

David Dodwell



Copper mine in Huangshi: the province is reckoned to hold a fifth of China's total reserves.

Profile: Hainan Island

Treasure of rare deposits

GIVE A villager on the east coast of China's Hainan Island a fist full of local sand, and in seconds he will point out the titanium, zirconium, and monazite.

These may be rare and exotic in most parts of the world, but for people living close to the black sand beaches that dot 300 km of Hainan's eastern coast, they mean dollars and cents — or in their case, renminbi yuan.

The sands contain one of China's largest known reserves of titanium (distinctive because grains of titanium are black and very heavy), zirconium (red grains) and monazite (rich yellow grains), an important source of rare earths.

Living up to its reputation as China's "Treasure Island", this sub-tropical backwater off the country's southern coast — also one of Asia's richest sources of iron ore — the Siliu mine in the west of the island produces 4.6m tonnes of ore a year from seams

that are estimated to hold about 240m tonnes, with iron amounting to between 55 to 65 per cent of the ore.

The deposits were discovered just 50 years ago by Japan's occupation army, and have been an important source of iron in China ever since.

Close to Siliu, deposits of at least 13,000 tonnes of cobalt have recently been discovered, which are expected to produce about 500 tonnes of metal a year beyond the end of the century. The ore contains 3.2 parts per thousand of pure cobalt, according to Xi Xiaoling of Hainan's Metallurgical Bureau.

While Hainan is clearly a rich source of important rare metals in China, very little processing takes place locally, and resources have been slow in being tapped. Partly to blame is the fact that for centuries, the island was little more than a place of exile for mandarins who had aroused an emperor's displeasure.

More recently, Peking's fear of foreign invasion (Vietnam is a matter of miles away) has kept the island firmly in the grip of the country's military, greatly inhibiting normal economic development.

The metallurgical bureau in Hainan operates four concentrators exploiting the rare minerals in the black sands of the east coast. Villagers wash about 100,000 tonnes of sand a year. By the time it reaches the bureau's plants, the sand is usually 35 per cent titanium. After further processing to about 55 per cent, the bureau sells to companies on the mainland between 30,000 and 40,000 tonnes of material a year.

The rarer zirconium is found in proportions of about one part per 10,000. After processing to about 65 per cent zirconium, content the bureau sells about 3,000 tonnes a year to the mainland. Monazite ore — an important source of rare earths — is produced in similar quantities.

The recent discovery off Hainan's south coast of about 900m metres of natural gas has fuelled hopes that the island can develop its own downstream industries to bring it more of the economic benefits associated with exploitation of its mineral wealth.

Plans for a sponge iron plant, and a petrochemical complex near Siliu are already well advanced. At the same time, foreign partners are being sought for a RMB 240m Yuan plant making titanium dioxide which is most commonly used in making white paint. A glass plant exploiting Hainan's high quality sand is also being considered.

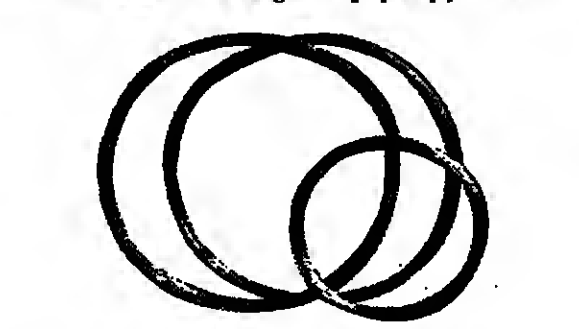
The island seems destined to play a more important part in China's modernisation drive than might ever have been considered possible — which will be small comfort to the many who died in exile in the island in centuries past, but is a welcome boost to Hainan's impoverished islanders.

David Dodwell

Wuhan Metals and Minerals

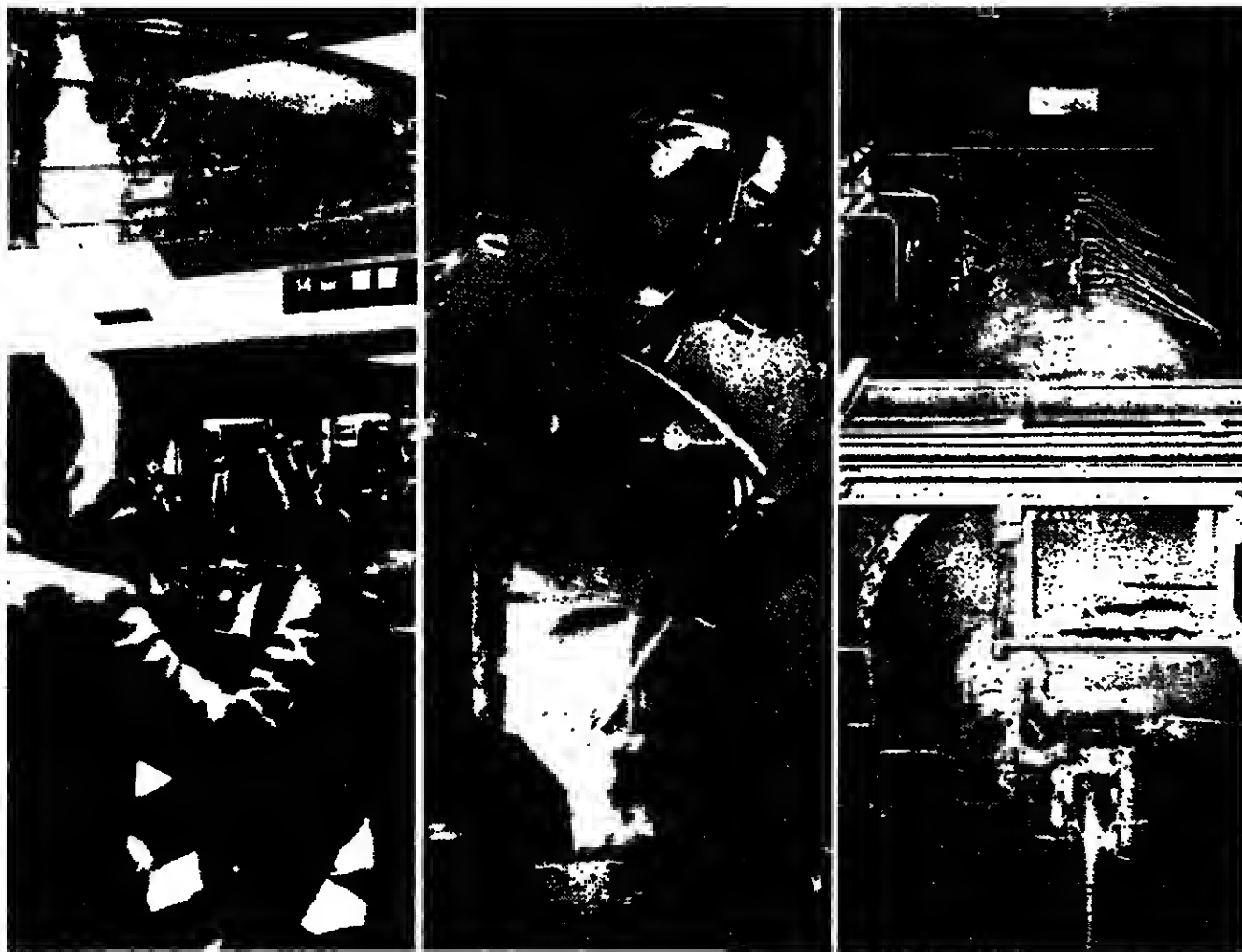


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Non-metallic minerals

Big effort to raise earnings

CHINA IS trying to raise more foreign exchange from its non-metallic minerals industry by increasing the level of processing work to raise the value of its products.

Under the 1986-90 Five Year Plan, China proposes to double earnings from non-metallic minerals exports which last year totalled more than \$200m (£134.7m).

China Daily, an English-language newspaper, recently reported that China was doubling investment in non-metallic minerals, allocating about 500m renminbi Yuan (\$81.97m) to the industry during the 1986-90 Five Year Plan — twice as much as was invested in the previous five years.

China is one of the world's leading exporters of a range of minerals including magnesite, calcined bauxite, and graphite, which are used as refractory materials in steelmaking, talc, bentonite and barite. Deposits can be found in various parts of China, but the most highly developed mines are in coastal provinces which have close links with export ports.

However, the industry faces difficult times overseas because many of the markets to which these minerals are supplied are severely depressed. The worst case is possibly barite, which China sells to oil companies for use in drilling muds.

After the slump in oil prices, exports plummeted from \$45.976 tonnes, or an average of 237,000 tonnes a quarter, last year to 153,408 tonnes in the first quarter of 1986, according to Chinese customs statistics.

However, efforts to increase the value of minerals by increasing processing could help counter the impact of downward swings in commodity prices by taking China into more specialised markets.

For example, at Nanshan graphite mine, Shandong province, a \$350,000 Japanese-built plant has been installed to produce 100 tonnes a year of ultra-fine graphite powder for use in coating television screens. The value of this powder is many times that of the coarse-grained material used to make furnace bricks.

Mr Wang Kun Zheng, deputy

general manager of the Shandong branch of the China National Metals and Minerals Import and Export Corporation, which handles Nanshan's exports, says: "We want to do more processing. It is the way forward for our industry. It is worth doing even though the competition is tough."

The Shandong deposit is the first or second largest in the world, according to mine managers at Nanshan. China's graphite production totals about 100,000 tonnes a year, of which some 60,000 tonnes a year is exported.

In magnesite, China is building a 100m renminbi Yuan (\$18.04m) high-purity factory at its largest mine at Haicheng, Liaoning province. This will produce 50,000 tonnes of high-grade material a year, a great increase on current national high-grade output of just 10,000 tonnes a year.

Three further plants are planned at Haicheng and nearby mines for producing ultra-fine talc for use in making plastics. The mine is now negotiating with Pfizer, a US company, over a joint venture to install a 100,000-tonne a year flotation plant to produce fine material for coatings. China last year produced 1.02m tonnes of talc, of which 521,000 tonnes were exported.

China has so far concentrated on Japan and other Asian markets for its non-metallic exports, mainly because the shipping costs for these minerals can be prohibitive since they are low in value relative to their weight. A tonne of talc, which is worth about \$140 a tonne on the world market, costs between \$20 and \$25 to ship from China to Europe. But Chinese officials hope that they will succeed in exporting higher added-value products to Europe and the US.

Stefan Wagstyl

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FINANCIAL TIMES SURVEY

HONG KONG

As a Financial Centre



The towering headquarters of the Hongkong and Shanghai Banking Corporation dominates the central district on Hong Kong Island

Will the territory still be a booming international finance centre in 1997 when the Chinese army are posted there, instead of British troops and Gurkhas? To some extent, the answer will depend on boardrooms far away in Europe and the United States.

THOUGH CHINESE sovereignty does not come until 1997, the debate is going on now.

While committees thrash out the essence of Hong Kong's new Basic Law, top officials, bankers and businessmen are looking closely at the role the territory's financial services industry will play when the flag changes.

To many, it appears that financial and other services provide the key to the future, supplying the expertise that China lacks, perhaps establishing Hong Kong in relationship to Peking as New York is to Washington.

But to others, manufacturing industry is the foundation of the territory's success, and there is no future unless it remains flourishing.

For a city of such fragile stability, of rapidly shifting moods, it would be foolish to draw firm conclusions. For the present, confidence is quite strong at the surface: property prices have been rising, the stock market has been going up, the Hong Kong dollar's peg to the US dollar represses memories of the frenzy when it was in free fall and even the largest companies were shovelling money offshore.

Underlying the buoyancy of the markets, the visible and growing affluence, important improvements have been made to the financial markets' structure.

The new unified Stock Exchange, due to be formally inaugurated in a few days' time, has been working well since its systems took over the business of four local exchanges earlier this year. The domestic capital markets are continuing to grow after an explosion of business over the past two years. The new financial futures market is very promising. Meanwhile foreign banks, stockbrokers and corporations continue to set up in Hong Kong.

But it is impossible not to wonder whether it is all a charade. Are not many young professionals busy establishing rights to passports elsewhere, and the older and wealthier buying second homes in Canada?

By ALEXANDER NICOLL

Are not many local businessmen discreetly seeking brokers' advice on investing their savings abroad? Could not foreign banks and businesses break camp and move in just as easily as they arrived?

Though the answer to these questions is: "To a large extent, yes," there are always counter-arguments. The reported trend

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• Pictures by Glyn Gwyn and Roger Taylor

now, for example, is that people are returning to Hong Kong after establishing their rights of abode elsewhere. This, in a city of one-time refugees, is nothing more than prudence, it is argued.

Perhaps the greatest question — and one which will not be answerable for a long time — is whether China will really be able to tolerate having 6m people living within its sovereignty with a life-style so markedly different from that of the rest of the country. For the present, its words and actions suggest full commitment to developing Hong Kong as a financial services centre.

The relationship of the local economy with that of China will clearly be crucial. It has traditionally been, as Mr Piers Jacobs, the new financial secretary, says, of mutual benefit. He traces a "symbiotic relationship" and says that it "will continue to be of increasing significance in the years ahead."

Hong Kong, he notes, has re-emerged as an entrepot port for China, which is both the largest market and the largest source for goods re-exported from Hong Kong.

Domestic exports to the mainland have also grown, although China's recent clampdown on foreign exchange expenditure has at least temporarily reversed that trend. China, meanwhile, earns about a quarter of its foreign exchange by selling goods, including foodstuffs and other essentials, to Hong Kong.

While Hong Kong retains its own currency, as was guaranteed in the Joint Declaration by Britain and China on 1997, there are clear advantages to China in maintaining this relationship. It also goes much further.

Not only is there substantial investment by Hong Kong businessmen in China, but there is considerable investment at present by China in Hong Kong. The Bank of China and its dozen sister banks, soon to be run from a building which will symbolise their challenge to the dominance of the Hongkong and Shanghai Banking Corporation, have embarked on a highly competitive push for market share.

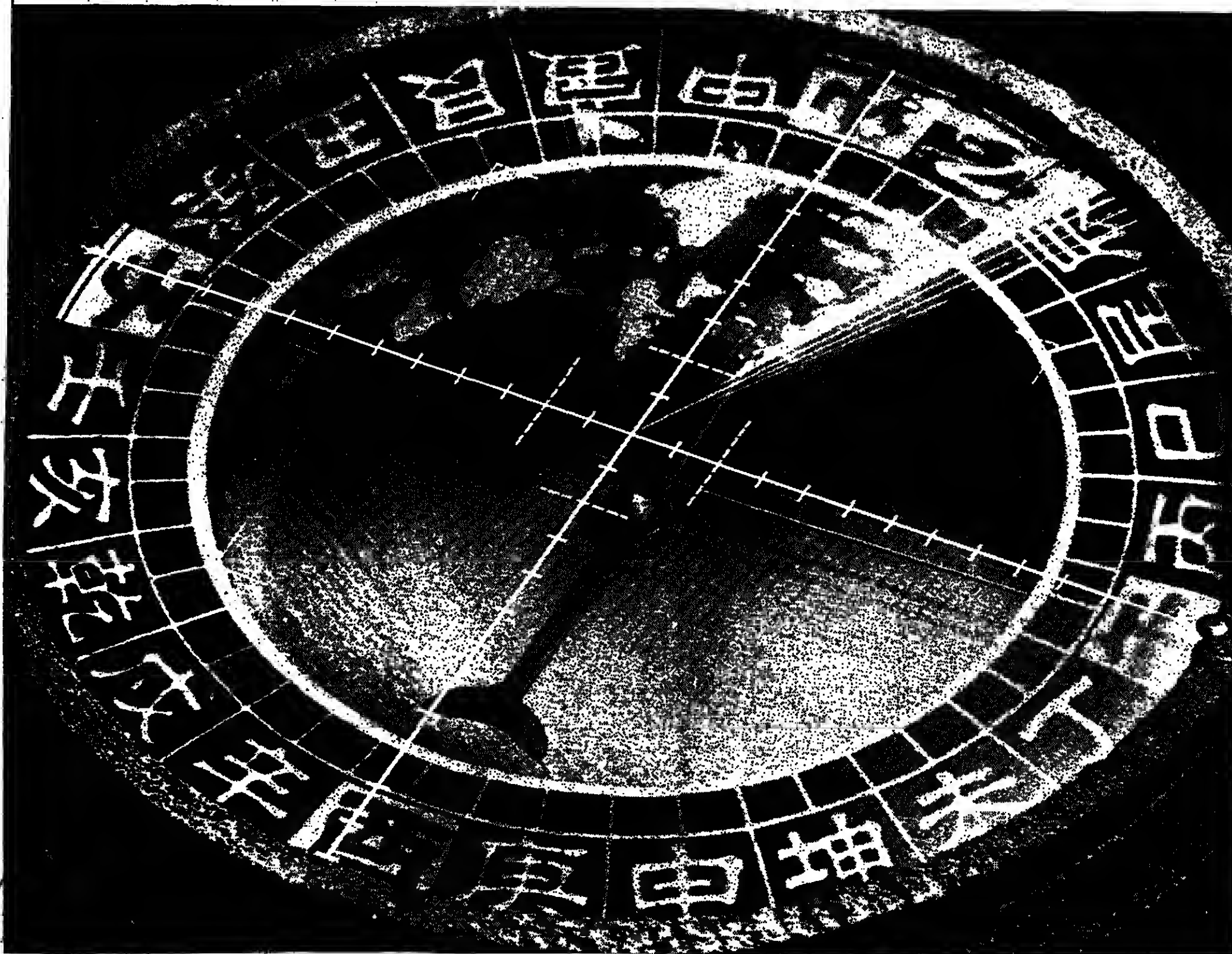
Chinese banks have been aggressive in lending to Hong Kong projects, and have been involved in the rescue and takeover of some of the territory's failing banks.

Chinese entities are also active players in Hong Kong's domestic capital markets, even though many of the deals they have mandated have been in such fine terms that banks agree to go into them purely to cement relationships with China. More recently, however, there have been signs that Chinese borrowers are prepared to abandon these "relationship" deals in favour of pricing on market terms.

Bankers familiar with China are impressed by officials' growing grasp of foreign financial markets, despite the inevitable bureaucracy which still besets them. Though some take this as a positive sign for Hong Kong, he notes, has re-emerged as an entrepot port for China, which is both the largest market and the largest source for goods re-exported from Hong Kong.

Continued on page 2

Well-navigated



The Chinese invented the compass some 3,000 years before the West discovered radar. Yet navigation through Asia's commercial waters is still a tricky business today. It requires patience, skill and knowledge of local business routes and customs.

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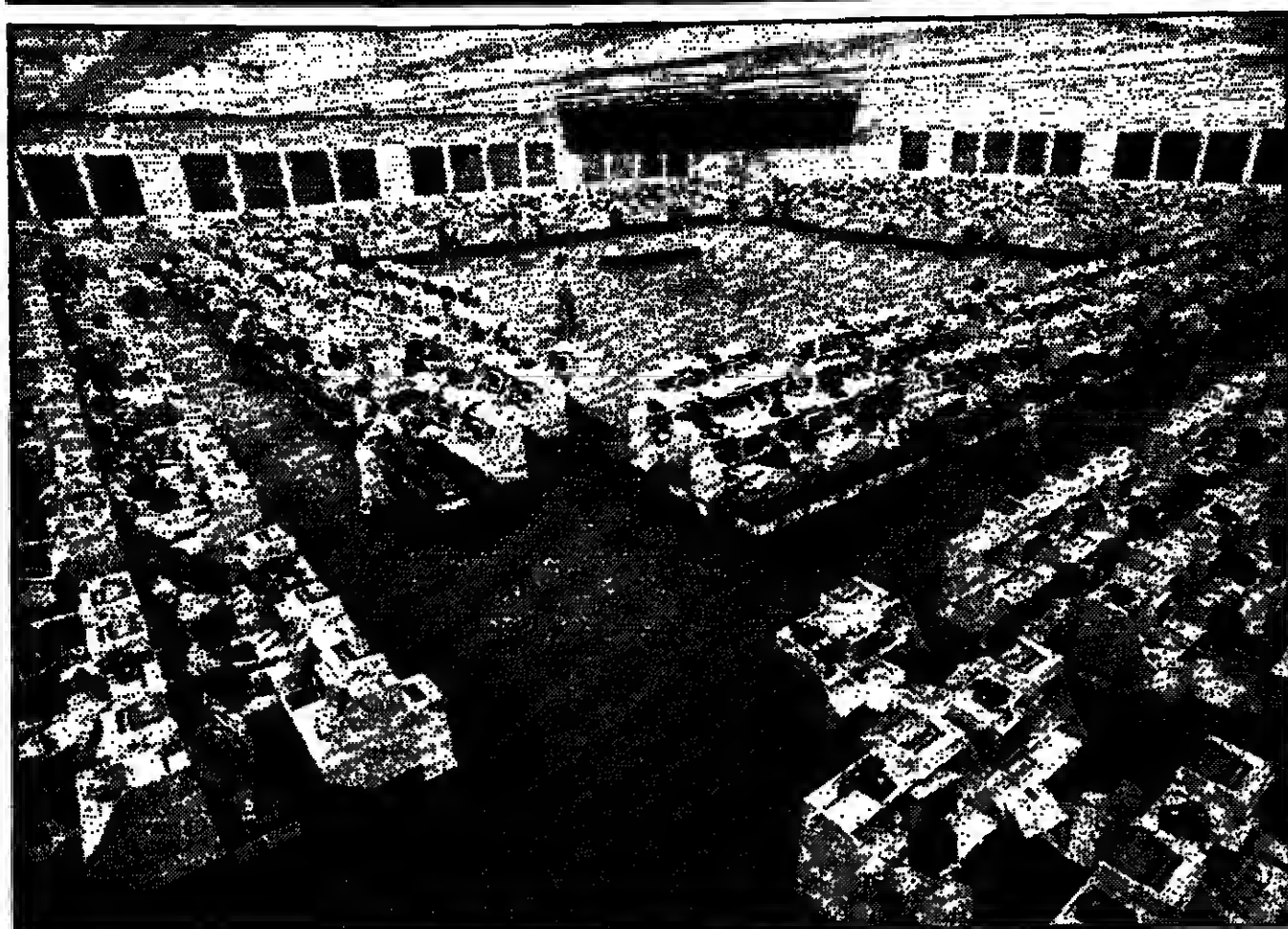
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Hong Kong as a Financial Centre 2



Dealers on the market floor of the new Exchange

The unified Stock Exchange

Areas of contention defused

AS THE Hang Seng index attempts to secure a first-time bold on the 2,000 level, in commemoration of the official opening this month of the unified Stock Exchange of Hong Kong, cynics have been suggesting that 1987 was a more auspicious landmark. At the same time there are hundreds of other four-figure numbers with a significance of their own on the market floor, which has been in operation since April 2.

They appear in gold on the red sleeveless jackets worn by the floor traders, and in green on the screens of the new automated dealing system, the only one of its kind in the world. The numbers identify each trading firm, and bargains are made by telephone between those who enter themselves on the buy or sell side of the screen at the prevailing price.

General satisfaction with the way the system has operated over its first six months is expressed in fairly equal measure by the exchange authorities themselves, by the larger local brokers which were among those worried by its impact, by the watchdog Securities Commission, and by the big overseas broking houses — mainly British — which had already risen to a dominant position in institutional business.

The casualties, as expected, have been found among the smaller local firms, often one-man shows and part-time at that. Even towards this end of the scale, however, some are embracing a future by forging new alliances or carving a specialist niche. Meanwhile two areas of possible contention from the outset have been defused, if only by dint of Hong Kong's capacity for willing acceptance of the inevitable.

The first involves the increasing frequency with which blocks of shares are crossed off the floor, usually among the foreign brokers.

These are put through the computer not at the time of the transaction but some time after the 15-minute limit for reporting floor deals, corrupting the intention that the new system would allow instant visibility of daily trading patterns.

This is defended in part by reference to the sharp upward joint in official turnover from April on, doubtless reflecting the previously frequent through smaller-sized deals struck outside the territory's four old exchanges.

Beyond this, Mr Derek Murphy, assistant Securities Commissioner, takes the view that with a 24-hour global equity market evolving, there will always be some who are behind on the news.

"It is recognised that a market is a facility and the world does not stop when the final bell rings," he says. The second potential focus of discord stems from the way brokers register themselves on screen as a buyer or seller of any particular stock. A queue forms on each side, but there is no indication of volume involved.

Bigger traders have been quick, though, to memorise the code numbers for the other players which carry regular large volume business. One British broker puts it: "If I'm a buyer of a million Hongkong Land, no way am I going to go through the list in order from the top, picking up a few thousand each time."

The exchange held back from attempting to impose any formal ruling on queue-jumping, and what moral suasion which might have been in the air has dissipated.

Flowing from this, all the same, is pressure from the Anglo-US camp for refinement and an extension of the automated system. This would sweep in computerised matching, linking buyers and sellers by quantity rather than chronology.

It would also add to a central clearing system for settlement of deals. Screen trading sits rather oddly with clearing requirements that mean the flow of messengers shuttling across the financial district and beyond every afternoon with suitcases of scrip, Hongkong and Shanghai Bank already handles about 70 per cent of these arrangements, and any opposition to its taking on and streamlining the whole business is likely to come mainly from banking rather than broking quarters.

Neither of these proposals has yet had a full hearing, however. Changes within the exchange are decided on a one-member-one-vote basis, and the smaller local brokers who still command a large numerical majority will probably be wary of the prospect of further overlays on technology.

None the less, the foreign houses are finding a more receptive ear to their arguments as the idea permeates that a fundamental change has taken place in the composition of the Hong Kong market in the space of the past three or so years. The difference is institutional business, negligible in the bull market of the early to mid-1970s, but which by the start of this decade had come to account for an estimated 30 per cent of all dealings.

From that point the tide ran fast, and few would now quibble with the judgment that fully 70 per cent of the market is held under large institutional management.

Hence, largely, the ascendancy of the foreign brokers. As Mr Murphy puts it: "We have seen a change in the pro-



Mr Ronald Li, chairman of the Hong Kong Stock Exchange

file of the industry largely because the client profile has changed."

New entrants from abroad are still arriving — a broking licence costs just HK\$100,000, exchange seats can readily be bought, and those with good existing client connections are unlikely to find they have joined at saturation point.

Some of the newer names in Exchange Square and its environs are bank-related broking firms, membership for which is currently subject to an 18-month moratorium imposed, although not without loopholes, in April.

The arrivals include some of the Big Bang London groupings, which have never previously had a Hong Kong role of any significance but which now have the financial weight to take one on.

Two such are Alexander Leung and Cruickshank, a Merrett House subsidiary, and Greenwell Montagu. They have been allowed to "adopt" local broking firms through which to deal. Smith New Court, linked to N. M. Rothschild, bought a seat on the old Far East exchange before April as its way in.

This highlights in one way the opportunities now available to local brokers as well as the pressures on them. Others, aiming to remain independent, are bolstering research capacity or specialising in, say, second and third-line property stocks where they can best muster expertise.

All the same, scores have fallen by the wayside. Prior to April, overlapping membership on the four exchanges made even counting their numbers difficult, but there were at least 1,000. At the birth of the unified exchange there were 678 active members and 289 non-trading. By the end of August a net 60 had disappeared altogether while 13 more had become dormant.

The local broking industry is dominated not only by the foreign houses but by Sun Hung Kai, which with a large base among Chinese retail investors commands possibly 20 per cent of the market as a whole.

Mr K. B. Fung, who as executive director is in charge of SHK's day-to-day operations, sees further growth potential for his firm but not through an acquisitions drive to mop up smaller rivals.

"In many cases there is not much added value there," he says.

An international dimension to SHK's business is one key component, he says. This already exists, in a sense — SHK is 25 per cent owned by Merrill Lynch, although the New York giant seems content to cede that role there to Little more, a conduit for US securities bought locally. In its own right, SHK has offices in London, New York and Singapore.

But within the territory, the more substantial local broking firms see three main avenues

which could provide enough new business to sustain profitability even in a chillier world climate:

• The futures exchange has made a good start, indeed, it is being questioned to what extent small investors are being drawn away from ordinary equity trading by the low onlays the futures dealings require. But the Hang Seng index contract is seen as a useful crossover, and brokers are marketing it actively among retail clients with clear success.

• More ambitiously, the idea of an over-the-counter market — second board or USM, the nomenclature is still as vague as its intended purpose — is being promoted in the face of strong reservations from the overseas firms. It has the support of Mr Ronald Li, the Stock Exchange of Hong Kong chairman, and SHK.

Against it, the case is made that there are already more than enough listed stocks with low market capitalisation, thin trading volumes, and esoteric areas of operation. Some see it as likely to be a junk market of which the prime purpose is to keep share salesmen in business.

In favour, Mr Fung cites the opportunities it could offer the territory's manufacturing sector, which has traditionally received a low rating on the main market, in part because of its fragmented nature.

"There are at least 20,000 small to medium-sized manufacturing companies, employing a labour force of 900,000 and providing 25 per cent of GDP. Yet only a handful are listed; it's because there is no incentive," he says.

What neither its proponents nor the authorities want to see, however, is a second market becoming a way in for a proliferation of Vancouver or Perth-style speculative mining or energy explorers, a few of which have already gained beachheads. If they want a share of Hong Kong or Chinese fixed assets.

• China, unsurprisingly, is the third main repository of local brokers' hopes. This is despite the fall-out in projects for the open cities of the south where lead-management roles in financing applications had been the substance of their business with the country.

Current talk is instead of China listings — quotations on the Hong Kong exchange, through holding companies, for these enterprises over which Peking would be willing to relinquish full ownership. This could be particularly appropriate for smaller offshoots of the Bank of China, some of which have based their operations in Hong Kong.

A few of these have indicated willingness in principle to follow that course. Numerous obstacles remain, but officials from both sides are said already to have discussed a possible pilot issue.

Gordon Cramb

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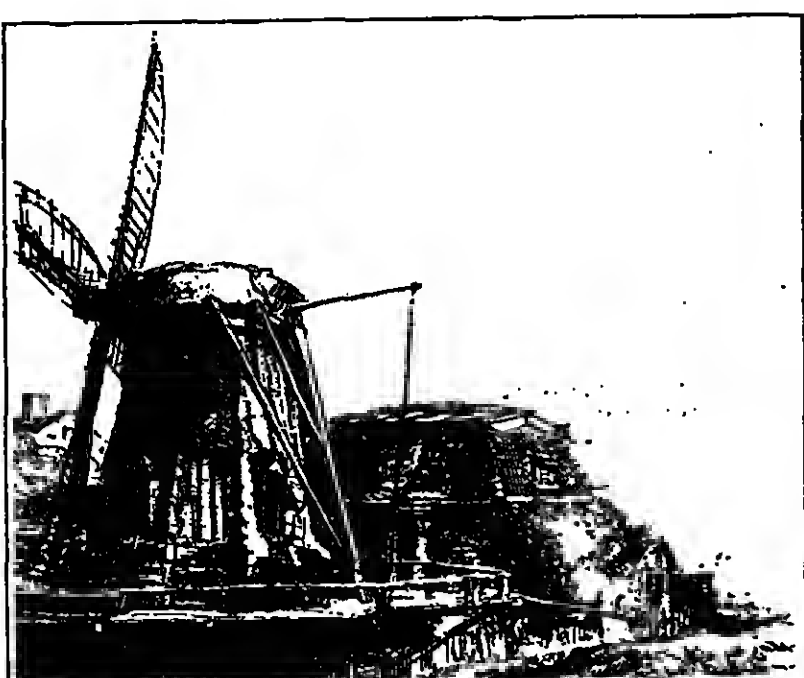
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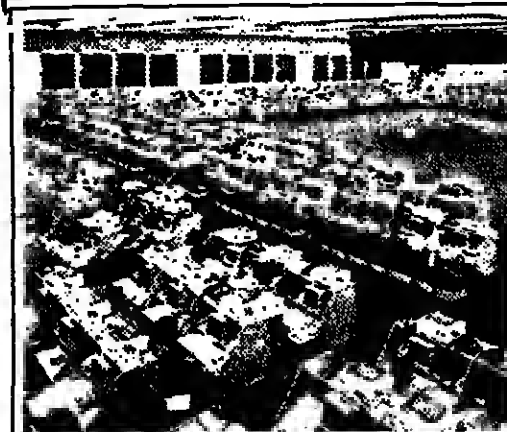
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Territory's future role

Continued from Page One

Kong's future, it could clearly reduce Peking's dependence on the territory in the longer term, especially as China is evidently keen to tap capital markets further afield. It recently issued a Eurobond in Frankfurt, and exerted considerable pressure on banks to take part from London in defiance of the Bank of England's opposition. China still has unsecured pre-revolutionary debts.

There is no doubt, nevertheless, that Hong Kong's markets could increasingly serve as a conduit for investment capital, from both Hong Kong and elsewhere, into China. The extent to which China will want and need to use them as such depends on unknowns: for how long Deng Xiaoping remains the effective leader of China, and whether his open-door, growth-oriented policies will survive him. These are areas in which Hong Kong will in any case be powerless and upon which it is almost pointless for the territory to speculate.

Hong Kong is also vulnerable to other powerful outside influences out of its control. Since it is so trade-based, the economy reflects the performance of that of the industrialised world and especially the US. During this decade, that has meant strong growth with the exception of last year. There are naturally huge fears in the territory about US protectionist pressures. Manufacturing industry is dominated by textiles and other light goods which have typically required a short investment cycle. At present, new investment is slack and there are calls for development of new higher-technology sectors providing a future for the industrial base.

This is particularly poignant for the many who see little sense in forecasts that Hong Kong will become a services rather than a manufacturing base. Without the latter, they ask, what is there to serve? Though the provision of services such as trade finance to industry is the underpinning of

the financial sector, it does seem that the latter could continue to grow in Hong Kong even if manufacturing becomes proportionately less important. If the arguments for remaining in Hong Kong were purely local, foreign banks and corporations would surely be moving en masse to Tokyo, where the internationalisation of financial markets is gathering steam.

That Tokyo's rapid rise can occur while leaving Hong Kong as a significant centre would seem to be suggested most potently by the extent of current Japanese investment in Hong Kong. Dai-ichi Kangyo Bank's purchase of a local bank with a branch network is but the latest of a string of major commitments not only in the banking and securities field but also in construction and other sectors.

While Tokyo is the centre of a huge pile of capital, it remains extremely tied by regulation, as well as inhibiting foreigners through the language problem and the very high cost of a presence there.

Singapore, meanwhile, is widely seen as having missed the opportunity to take over some of Hong Kong's functions, because of the government's interventionist approach. Bankers and brokers see Hong Kong's role as an international financial centre continuing in the following ways:

• As a medium for cash investments from South-East Asia, and particularly from overseas Chinese in the region. Any worries such investors might have had about Hong Kong's financial system should have been eased by the recent enactment of new banking legislation placing tougher capital, ownership and auditing requirements on banks and better defining the role of the regulators.

• As a portfolio management centre, advising regional and local investors not necessarily on investments in Hong Kong, but internationally as well. There are increasing numbers of banks and better defined in Hong Kong, and the local stock market has additionally become far more institutional-

ised. This also provides a sounder base.

• As a services centre. The importance of Hong Kong's services in shipping, ship management, accounting, law, back-office work, communications and transport cannot be underestimated and seem set to be unparalleled in the region for a long time to come.

• As a deal-making centre. Many banks come to Hong Kong because so many other banks do. If they want a share of the action — be it South-East Asian, Chinese or local business — they currently have little alternative but to be there.

As a base for Chinese business. Companies often find that with a strong Chinese presence in Hong Kong, the territory is a more useful and agreeable base than Peking.

All of this is supported by low tax, a laissez-faire government approach, and a life-style that bankers candidly admit they want to maintain. Obviously, the financial services industry could collapse in Hong Kong. It is too easy to paint a picture of extreme gloom as 1987 approaches. If there are financial accidents of the type which can occur in any such centre, the crisis which could follow could be even more serious in light of the uncertain nature of confidence. Some bankers acknowledge that they could move out virtually overnight and continue their business virtually unchanged from another base.

With the territory still to be a booming international finance centre when the Chinese are posted there instead of British troops and Gurkhas?

To some extent, the answer will depend on boardrooms far away — in New York, for example, where the simple idea of communist domination might not be compatible with the long-term profitability of a US bank's extensive commitment. The markets in Hong Kong can do only one thing to influence such decisions.

"The real solution," says Mr Kim Chan, chairman of the Hong Kong Futures Exchange, "is to make the place work."

Hong Kong as a Financial Centre 3

New supervision in banking

Commission acts swiftly

FOR THE last month, banks in Hong Kong have been operating under a new regulatory regime, one which seeks to bring many areas of their activities under official control for the first time. It took only eight days for the territory's new Banking Ordinance to justify its existence. Using the powers which had come into force on September 1, the government moved in to take over Hong Nin Bank, a four-branch operation which ranks 28th of the 35 locally incorporated banks.

The action by the Banking Commission came as a surprise, as Hong Nin had already found a buyer and, just days earlier, officials were saying they expected a satisfactory deal to go through. But, faced with an erosion of deposits at Hong Nin and evidence of questionable loans, they dislodged its management and put in place an Exchange Fund credit line from Hong Kong's official reserves.

Hong Nin illustrates the frailty still able to be discovered in some areas of Hong Kong banking at a time of ironically high liquidity—often uncomfortably so—for the sector as a whole, and when analysts and regulators alike were reaching the opinion that the series of messy collapses over the past three years was over.

The first of these was Hang Lung Bank, the collapse of which in September 1983 cost an estimated HK\$1bn and prompted the drafting of the new legislation. The spate of half a dozen culminated with Overseas Trust Bank, which failed in June last year.

Hong Nin was still solvent, however, and the pre-emptive nature of the move also indicates the extent of the jurisdiction now in place. Previously the territory's governing bodies would have had to vest case-by-case powers with the commission.

Officials point out that in some respects the new ordinance gives them more powers than those available in the UK to the Bank of England.

Notably, government approval is needed for all new shareholdings representing more than 10 per cent of a bank's equity, before voting rights can be exercised. No such unequivocal authority was available to the British regulators when Standard Chartered, the UK bank with a Hong Kong note issuing mandate dating from 1862, in the last few months faced the attention of Sir Yue-Kong Fao and then of Sir Robert Fells.

Further than this, Mr Robert Fell, the Banking Commissioner, under the ordinance may require an institution to do "any act of thing whatever" including, as events have shown, code control if he deems it in the public interest.

All the same, the ordinance has been designed to avoid too precipitous a clampdown on the sector, and Hong Kong is far from having entered a new and draconian era of banking supervision.

A two-year grace period will preclude the imposition of its requirements on capital adequacy, while flexibility and tolerance are the two attributes still most commonly stressed by the authorities responsible for its introduction.

"I think the industry itself feels the need for definite requirements," Mr Fell says, but adds soon afterwards:

Banks in Hong Kong

	1980	1981	1982	1983	1984	1985	(June) 1986
Total assets (HK\$bn)	289	414	597	789	904	1,181	1,272
of which HK\$ denominated	133	180	240	275	292	342	363
Number of banks	113	121	128	134	140	143	149
Number of branches	1,633	1,181	1,346	1,397	1,407	1,394	1,392
Average liquidity (final month, %)	48.4	55.5	47.2	51.1	49.6	50.7	54.6

Source: Census and Statistics Department, Hong Kong

"What I would have liked is less in the ordinance and more by discretion."

Discretion is being used by the authorities particularly in monitoring newer areas of business for Hong Kong banks, as the shape of their market changes.

Chief among these changes is the potent new force established over the last three to four years by the Peking-controlled Bank of China group, which now has some 20 per cent of the territory's branch network and a deposit base estimated to be at least of similar proportion.

Preferential loan rates offered in some areas by the Bank of China and its related institutions have contributed to tighter terms for lending all round, amid the relatively low demand for borrowing which persists in the system. Pressure on bank margins in this accompanied by an enduring temptation, the new regulations notwithstanding, to base lending undertakings as much on the need for interest revenues as any prudent evaluation of the product or entity which is to be the recipient.

These uncomfortable symptoms are being manifested in three key areas of business:

• China trade, where reliable volume of two-day business is still being largely hampered by foreign exchange restraint, while infrastructural project finance now requires the lender to assume more of the risk burden. Because of these restrictions, China-related business accounts at most for 5 per cent of banks' loan portfolios.

• Corporate business within Hong Kong, which is gravitating to the foreign institutions which are best placed to offer the full range of money market instruments.

• Retail outlets, which are being obliged to follow world trends to automated banking for personal customers, requiring investment levels by the larger institutions which their smaller rivals cannot hope, even proportionately, to match. Credit card business meanwhile continues to produce poor returns from a Chinese community which is said to be markedly diligent about settling monthly statements.

But as the foreign banks lead a shift to securitising large corporate calls for funds, their local counterparts are discussing a concerted move to open up an industry at the opposite end of the same spectrum—venture capital, which has yet to take off in Hong Kong. It is being enthusiastically prompted, although still only in proposal form, as a growth opportunity for the local sector.

Mr Piers Jacobs, the Financial Secretary, has as a policy target a closer relationship between banking and industry, and is lending a cautious endorsement to those examining its feasibility. The idea is

unlikely, however, to come to fruition in the form of a full-fledged and state-backed industrial or development bank, as is being proposed by some local bankers.

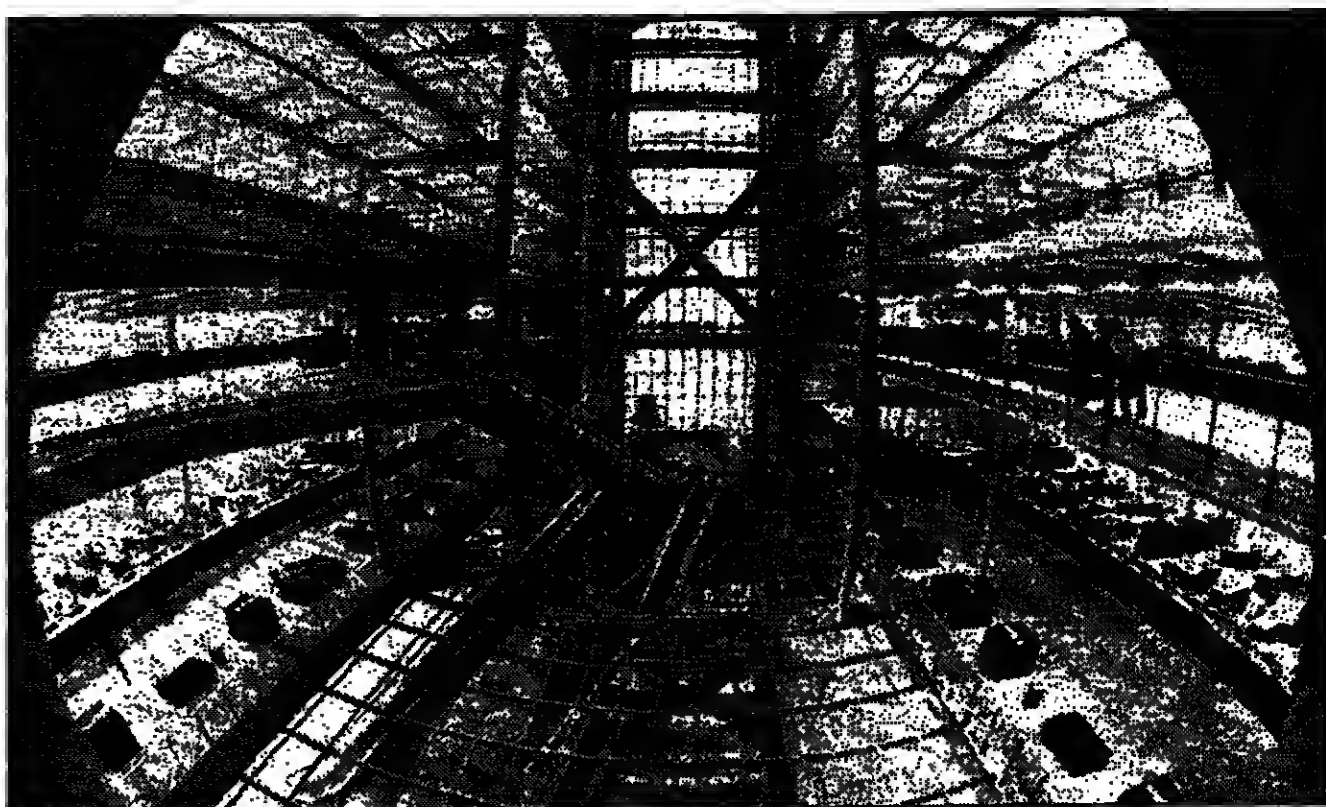
Mr Peter Wrangham, general manager of Hongkong and Shanghai Banking Corporation, by far the territory's largest local bank, is among those who would prefer venture capital to remain a private sector prerogative. An industrial bank would, for many, come too close to being a central bank, and Hong Kong has so far managed without one.

Of the HK\$200bn in outstanding bank lending for use within the territory, less than a tenth is to the manufacturing sector, which ranks a low third behind property and merchandise. In

part, this reflects Hong Kong's make-up, but with an additional element of caution on the part of the banks, in spite of weak overall loan demand.

Mr Wrangham, who in his other capacity as chairman of the Hong Kong Association of Banks is currently examining the potential for venture capital, says: "There could be a time, particularly in electronics, when you are dealing with are components coming in from Japan or Korea and being made up. As a bank you are not always able to assess the prospects of an enterprise. Equity can be a better route."

For the banks very much below Hongkong Bank in size, though, opening many new sectors such as venture capital is



View of a section of the banking hall of the Hongkong and Shanghai Bank

likely to require a strengthening of their own capital base. Aside from this is the September 1988 deadline for all the 35 local institutions to fall in line with the capital adequacy ratios laid down in the ordinance.

Whether or not more follow Hong Nin into protective cus-

today, a series of mergers within the sector is thought likely on a voluntary basis rather than in the face of imminent failure.

Analysts foresee a selective regrouping, mainly involving the medium-sized institutions, which will have to fund a presence in an expanding range of

wholesale banking markets and retail services, all requiring investment in technology.

This is where the squeeze on earnings is expected most to come. Below this level, for reasons of prestige or otherwise, family controlled banks and deposit taking companies

are likely to remain in existence despite being minuscule by world standards. As Mr Fell, watching from Queensway Government Offices, puts it: "The very small will lick his own stamps and get by somehow."

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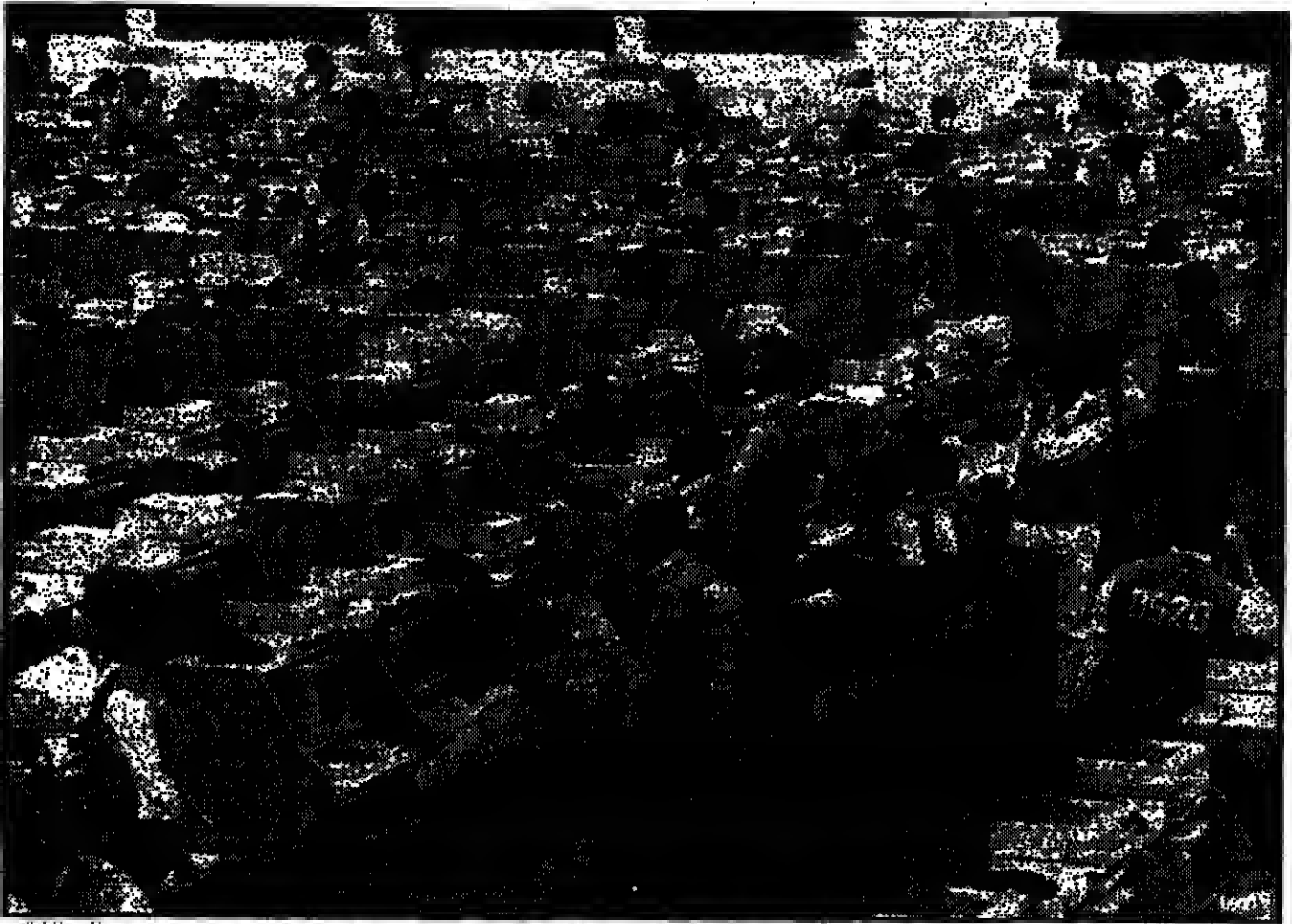
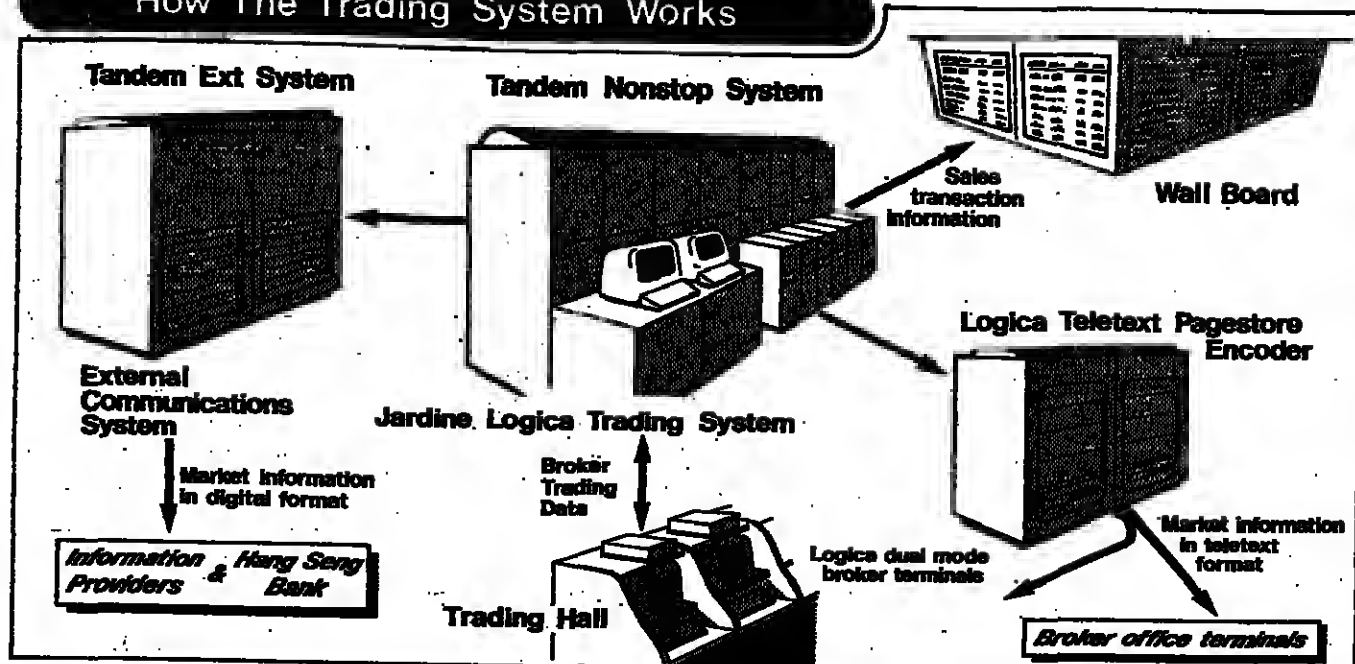
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Mr Piers Jacobs, the new Financial Secretary in Hong Kong, seen in front of the Hongkong and Shanghai Bank—the tallest building in Asia

Hong Kong as a Financial Centre 5

How The Trading System Works



As many as 3,000 dealers will be able to operate through the HK\$70m computerised system which was completed on time and within budget.

MR WILLIAM PHILLIPS, managing director of Baring Securities Hong Kong subsidiary, was cheerfully repentant: "Definitely, I was sceptical," he said, "and definitely, I was wrong".

He was one of a number of significant stockbrokers who last year publicly cast doubt on the Stock Exchange of Hong Kong's plans for a new, computerised trading system to accommodate dealers from the territory's four existing exchanges—Hong Kong, Far East, Kam Ngan and Kowloon—on one trading floor.

Now most of the doubts have evaporated. "Having looked at the alternatives, I think we have a very good compromise here," says Mr Phillips.

There are some niggles. Brokers say it can be difficult to buy or sell large volumes of stock close to the end of a trading day, but for the most part, the reception accorded the system vindicates the judgement of its chief architects, Mr Ronald Li Fook Shiu, chairman of the exchange, and Dr Philip Wong, chairman of the exchange council computer subcommittee.

Since it went live earlier this year, it has functioned without a hitch—except for one notable day last month when, through human error, the system was out switched on for four minutes at the beginning of trading. Automatic start-up has now been built-in.

Stock trading in Hong Kong to the days of the four separate exchanges was idiosyncratic. The new, computerised system is itself also idiosyncratic because it has been designed to mirror, electronically, the manual trading method, which raises some questions about its competitiveness against other markets. But it is, nevertheless, sophisticated and ingenious and has a number of features which could be applied to other, small exchanges around the world.

The four original exchanges all traded in roughly the same way. Large whiteboards, one for each stock, mounted on the walls of the trading hall carried the bid and ask prices. The brokers wrote their identifying company numbers in columns under the prices indicating a willingness to deal at the prices quoted or at one spread higher or lower.

Dealers traded face to face in front of the boards, inserting the number of shares traded and the price agreed on the lower part of the board.

Television cameras, again one

for each board, relayed the trading information to brokers on the trading floor and to their offices in other parts of the city.

When the decision was taken to unite the four exchanges on a single trading floor, it was clear the whiteboards would have to go. With up to 3,000 traders entitled to take part in the outcry system, chaos would have resulted.

"There is no doubt about it," Dr Wong, a stockbroker and paper manufacturer, says, "technology had to be the key to what we were trying to achieve." But he was very conscious that to win the support of the traders, certain features of manual trading would have to be retained. In particular, he was looking for flexibility especially in terms of last minute changes of mind. "That is a very important factor in Hong Kong".

The technology of the new stock trading system is ingeniously designed to mirror, electronically, the manual methods of the four original exchanges.

That ruled out, for the time being at any rate, automatic matching of bid deals, although the exchange is currently investigating the development of such a system for very small orders.

So Dr Wong's functional specification paid full tribute to the conservatism of the Hong Kong brokers and asked for a replica in electronic terms of the whiteboard system.

The trading floor would be retained but the dealers would be restrained to small cartels organised around the four walls of the trading hall. In front of them, computer screens would electronically generate images of the whiteboards. Deals would be consummated by telephone and details input through keyboards.

Many companies bid for such a prestige contract. The list included the mainframe manufacturers IBM, Sperry, Burroughs, Honeywell as well as a joint bid from the London Stock Exchange, Rediffusion and Modcomp and a bid from Jardine Logica Systems, a joint company set up by Jardine Matheson & Company, a very significant company in Hong Kong, and Logica, the UK-based computing services company.

For all the bidders, Dr Wong's specification presented a problem of peculiar difficulty but one which is common to all stock exchange and trading systems.

The problem is how best to

arrange for all dealers to receive, in a fair manner, all the market information to which they are entitled through their screens, allowing them to browse at will through all the stocks on offer while at the same time making possible virtual instantaneous update of the information when a deal has been concluded.

It might be thought that should prove a simple task for modern high speed computers, but that is not the case. Assembling screens of information and transmitting them to screens on dealer's desks takes substantial processing power. Hong Kong brokers in the old exchanges used to browse through the whiteboards by rifling their fingers over the control buttons for the closed circuit television system.

To allow similar trading prac-

tices on a computer-based system would imply a massive and expensive concentration of computer power. IBM, for example, at first bid large numbers of its Series/1 minicomputer and then its 4300 family of medium-size mainframes.

The eventual winner, Jardine Logica, took a different and novel approach.

Price Waterhouse advised the exchange on its choice. Mr Philip Godolphin, one of its senior consultants, moved to Jardine Logica to manage the trading system project and so provided a stout rod for his own back—"I had to ensure the system really did all those things I had insisted on," he says ruefully.

It was based on a series of nine Tandem Non-Stop II minicomputers, machines noted for their high transaction processing capability and ability to continue working even if part of the system should fail.

They then split away the information providing part of the system from the information processing.

Each dealer position was equipped with a Philips high resolution video screen and a purpose built keyboard which enabled the system to work in two separate ways—interactive mode and teletext mode.

In interactive mode, the

dealer is communicating directly with Tandem computers to input trading information—posting buy or sell orders, recording successful

bargains and making inquiries about private information held on the system such as his own sales or purchases journal.

Trading information is extracted automatically from the input by software in the Tandem computers and fed to a pagestore, a device for holding, in electronic form, complete pages of information. In the case of the Hong Kong system, it includes a representation of the whiteboard for every stock, the top 20 stock listings, news pages and financial statistics.

These pages are broadcast one after the other to every broker terminal (there are over 800 on the floor) using teletext technology, a method for transmitting digital information using video signals—it is known best in the UK in the form of the BBC's Ceefax and ITV's Oracle.

It is a little like watching transparencies screened using a projector with a carousel magazine. The pictures come up one after the other and any one of them can be "captured" by the terminal without interfering with the flow.

There is no load on the central processor at all, and the brokers can select a new page in about 0.6 of a second.

For Jardine Logica, the project was an undoubted success. Everybody agrees that it was completed on budget, in the time allowed and does exactly what the exchange wanted it to do.

Mr K. W. Chan, data processing and trading manager, with previous experience of government computer projects, says it is one of the most successful projects he has seen.

Mr Li, the exchange chairman, and Mr Geoffrey Sun Hoo Kuen, its chief executive, agree. And the traders seem happy. Ms Jill Gallie, of the old-established Hong Kong trading family F. R. Zimmerman, a member of the exchange system user committee, says: "Now we are in the 21st century".

Costing HK\$70m, it is still only the first stage in the computerisation of share trading in the territory. The next stage, and one which could result in considerable savings, is the automation of settlement and clearing. The International Commodities Clearing House (ICCH) and the Hongkong and Shanghai Bank are working on proposals for this next stage of automation.

Alan Cane

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PHILIPS

Hong Kong as a Financial Centre 6

The future of foreign banks

Prospects look good

MR FUMIO UMEMOTO is happy with Hong Kong. As area general manager of a foreign bank operating in the territory, this is understandable. But his bank is Bank of Tokyo, one of Japan's leading "city" or commercial banks; he is on its main board in addition to his local duties; and he could be forgiven for being more enthusiastic about prospects for a liberalised financial era now dawning on Tokyo than he is over Hong Kong's changeable outlook.

This is some way from being the case, though, and Mr Umemoto readily draws attention to the fact that Japan still lacks in order to be able to claim its place as a fully stocked ladder of financial services, accessible to those who want them.

Whatever allowance one makes for a placatory role in national public relations which all bankers abroad have at times to adopt, the tangible presence of Japanese banks in Hong Kong is large and growing. Because of their parents' sheer size, in the words of one government official, they "dominate Hong Kong's banking balance sheet."

The question now is how much of their local activities will flow back to relocate in a freer Tokyo market, and to what extent other foreign banks will follow. It is being asked as frequently and as urgently as what China's commitment to promoting the territory's financial system will be.

Bank of Tokyo has a specialised foreign exchange role, and has thus had a Hong Kong presence since 1953, a decade before any other Japanese bank. Mr Umemoto, who is responsible for US\$32bn in assets deployed there, continues: "For the banking business as a whole, I don't believe Hong Kong operations will become less active. For market oriented operations, the more the number of centres, the more the turnover. It's not a zero-sum game."

Japanese bankers are bullish too on China, taking a view similar to their Western counterparts that, short of a thoroughgoing parity shakeup before 1997, if Peking needs funds it must see its best interests as embodying a sophisticated

financial marketplace in the strategic South China time zone. Bank of Tokyo is one which has completed the regional triangle by forming a small joint venture merchant bank with Bank of China, the external arm of the Peking central bank. Kin-cheng Tokyo Finance, established six years ago, was among the earliest such tie-ups.

Daiichi Kangyo Bank, Japan's second largest, and by some measure the world's largest bank, last month moved to expand its China and retail Hong Kong business by buying control of Chekyang First Bank valued under the deal at some ¥16.2bn. The flowback, if there is to be one, shows few signs of having started.

Of the banks where ultimate control rests outside Hong Kong, the Bank of China group with its dozen-plus "sister" institutions is now rated as the key player in the lead-up years as well as the denouement of the 1997 handover.

Despite the relatively low asset base from which it operates — total mainland investment of all forms in Hong Kong has been put at little more than US\$5bn — the group has been making vigorous inroads into deposit taking among the Chinese community and notably into the home loans sector. Repayment terms there, it should be noted, run well beyond 1997.

One British banker in Hong Kong describes the China group's position in the medium term as a "very significant and probably dominant force."

Other foreign banks are therefore seeing:

• A small and dwindling role in the retail market as the mainland institutions mop up individual and small-trader business (Barclays this month announced a branch shake-up involving 80 job cuts, about a sixth of its staff);

• High liquidity in the banking system as a whole — in recent months this has shown signs of rising further from its level, of within a point or two of 50 per cent, which it has held since 1983;

• With loan demand low, a paring of corporate lending margins, and Japanese banks identified as leading the way.

Faced with this less than

buoyant outlook for growth, the overseas institutions appear to have a limited number of ways forward. These range from, at the narrow end, forging close links with one of the territory's larger enterprises outside the financial sector, offering "most favoured customer" status in return for a reliable volume of business.

None but the smallest among the overseas operators would be likely to opt exclusively for such a path. But unwittingly, it could be one upshot for Standard Chartered if the shareholding beach-head established by Sir Yue-Kong Pao is reinforced by deals channelled through his property and shipping empire.

Instead the banks could rely on, and attempt more actively to generate, an increased level of business from their home country. The Japanese in spite of their size are still substantially Tokyo-linked — it is unlikely that any of the country's 22 banks operating in Hong Kong has less than a majority of lending exposure to Japanese borrowers, primary trading houses.

US banks in particular can tap export-import finance business from the HK\$20bn annual level of bilateral trade (re-exports excluded) which keeps the US just ahead of China as the territory's main trading partner.

This business generally provides good margins for banks, and a slight improvement in volume is expected this year after a dull 1985. However, the peg of the Hong Kong dollar to the US counterpart tends to inhibit the opportunity for associated foreign exchange dealings which can otherwise provide a valuable top-up.

But if a desire for diversity dictates against a bank's seeking courses, a more likely way forward — for the larger foreign players, at least — is to ensure a lasting lead in sophistication of wholesale services. It is these which are expected to sustain their Hong Kong subsidiaries, even if regional administrative centres gravitate towards Tokyo.

First, in most cases the foreigners have the edge in experience as Hong Kong follows the world trend away from large-

volume credit syndications and towards funding underpinned by securities.

Second, government figures show that loans and advances being made for use outside the territory are in any event increasing to account for more than a quarter of the total, while the foreign currency component of all lending through its banking outlets is running well above 40 per cent.

These should together provide a natural habitat in which to cultivate new products, cloning their attributes from developments already undertaken in home markets.

There are strong signs that this is happening to an extent which is sufficient occasionally to rattle the highest of the local banks. On the investment side, Manulife, for example, of the US did so earlier this year when news emerged of its plan to offer unit trusts; others, too, had been working quietly along similar lines.

The new instruments were seen locally as a threat to a long-standing market of deposit rates which had served to support margins. But Mr Peter Wrangham, general manager of the Hongkong and Shanghai Banking Corporation, now concedes: "We will be in a position to enter this market in the near future, and we may well do so."

In this instance as in others, government authorities are less than troubled — cracks are seen to be opening in what they view as a restrictive practice which, they say, local banks themselves may soon find is against their best interests.

Officials also regard with relative equanimity the trend to securitised lending, pointing out that to an extent banks have been in trading relationships for years — gold is given as a prime example. What they are monitoring is the scale of positions which the banks take on to their own books, an area made particularly tricky by a continuing paucity of end-investors for instruments such as Hong Kong dollar certificates of deposit.

The sector has grown swiftly. For all banks in Hong Kong, the total of outstanding local currency CDs carried on their balance sheets is fast approaching HK\$15bn, more than 10 times the 1980 level and three times the present foreign currency denominated amount.

Manufacturers Hanover also leads the management table for Hong Kong dollar CDs, in a league which has strong French as well as US and British representation and, from the local side, Wardley, the merchant banking unit of Hongkong Bank.

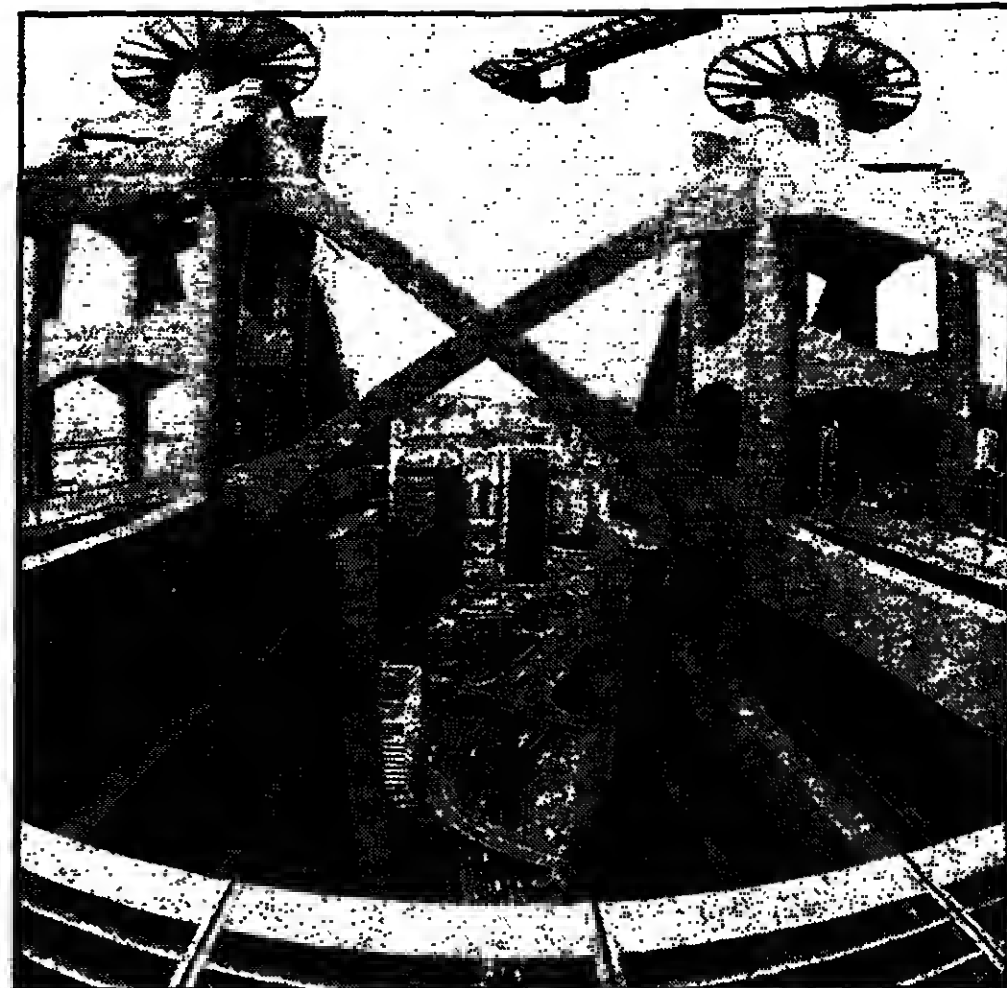
Traditional merchant banking is not at its most profitable in Hong Kong, however, with returns on total assets rarely far above 1 per cent.

On the corporate finance side, takeover activity remains sporadic although new issue business has been on the increase in the past year, even setting aside the Cathay Pacific Airways flotation which was by far the biggest.

The flow of new foreign commercial banks setting up in Hong Kong has by no means ended, despite an official requirement that entrants have world-wide assets of at least US\$12bn — a level high enough to exclude many West Coast US institutions which might wish to develop a Pacific trade business.

For the moment their available recourse is to settle for a deposit taking licence — or to take over an existing local bank at which point is judged at the discretion of the Banking Commissioner.

Gordon Cramb



Hongkong and Shanghai Banking Corporation

Symbol of dominance

THE HONGKONG and Shanghai Banking Corporation's new headquarters building is a powerful symbol of the bank's commitment to remain dominant into the next century. Like it or hate it, it is both unique and imposing. But next door in the Bank of China's banking hall, through which thousands of Hong Kong people filed ten years ago to pay their final respect to Mao Tse-tung, is a model that is equally symbolic.

The model shows not only how far China has come in the past decade, but also that the communist-owned banks intend to dominate Hong Kong as the territory's sovereignty changes. It underlines the challenge to the Hongkong Bank to be faced by William Purves soon when he succeeds Sir Michael Sandberg as chairman.

The model is of the Bank of China's new Hong Kong headquarters. Designed by Mr M. Pei, its complex triangular shapes are as striking as the Hongkong Bank building's extraordinary suspension design. What is more, the building — already under construction — is not quite next door but close by — is taller.

The Bank of China's clear point of sale system in many stores, and that the share is within that range. (The Bank of China's share, by comparison, is estimated at around 20 per cent.)

The group's card business has been expanding. It has 780,000 cash cards in issue which can be used at 470 machines. This has enabled some branches to be pared from the network, which now stands at 279 (excluding about 100 for the group's Hong Kong subsidiary), and the branch staffing to be reduced by attrition by some 3,000 people in four years.

The cash cards may also be used through an electronic point of sale system in many stores. Mr Wrangham says the bank has also beefed up its marketing of credit cards.

Trade finance relating to trade involving Hong Kong is meanwhile expanding at 10 to 12 per cent, Mr Wrangham says. The local merchant banking subsidiary, Wardley, is recovering from a rough period — caused by over-adventurous lending — after which Mr John Bond, regarded as one of the group's brightest executives,

was put in charge. It has halted traditional commercial lending, leaving that to its parent bank. "We looked at the role of a merchant bank, both in general and in the Hongkong Bank group. We concluded that merchant banks tended to get the risk that commercial banks didn't want."

"This also brought the merchant bank into conflict with its parent. We decided that the future lay not in risk-taking assets in the top tiers of clients that can tap investors' direct," he says.

Hong Kong's growing domestic capital markets are thus an important area of Wardley's business, even though it could be winning mandates for transactions that would traditionally have been done by the parent bank — a situation now found all over the world as investment banking units securitise assets which would previously have been held by their parent commercial banks.

The main thrust of the group's argument about its future is that it already is among the largest of the world's fully international banking institutions. "We already are what we aim to be," says Mr Bernard Asher, a general manager with responsibility for planning the group's strategy. "We already are a universal bank, global in its nature."

The group, he says, has always had a very federal structure, with a large degree of autonomy being granted to individual subsidiaries and managers around the world. Only about 25 per cent of the group's assets are now in Hong Kong, Mr Asher notes, though he dismisses suggestions that it would seek

domicile elsewhere — "The Hongkong and Shanghai Banking Corporation is a Hong Kong institution," he says.

Mr Asher lists the needs for further foreign expansion as follows: • Expanding in China, where it has offices in Shanghai, in two special economic zones, and also has an active China desk in Hong Kong. It has been involved in financing over 200 projects.

• Expanding in Europe, though this is hindered by the prohibition of interstate banking.

• Building a bigger base in Europe.

• Increasing the group's activities in Japan.

Of these, clearly the most dramatic — and the boldest stroke that Mr Purves could make as incoming chairman — would be the acquisition of a major bank in Europe. The rumours which sweep around stock markets almost daily concerning the potential target so far seem unsubstantiated.

An acquisition would further reduce the group's dependence on Hong Kong, and would help to make the group more truly international instead of being — as its own branch network outside Hong Kong is — mostly a bank for overseas Chinese.

For the time being, however, the group is treading in respectable results. Attributable net profit rose 8 per cent in the first half of 1986 to HK\$1.19bn, and growth for the full year is predicted to be steady. Total assets rose from HK\$34.6bn at the end of 1985 to HK\$36.13bn at end-June.

• LEFT: Bird's eye view from the top of the Hongkong and Shanghai Banking Corporation's new headquarters, designed by Norman Foster. The 32-level grey-and-silver, steel-framed building is nearly 600 feet high. The frame is divided into five "villages". The sections separated by double-height storeys.

Above the ground-level plaza, which is broken only by escalators leading to the public banking halls, rises a 170-foot atrium lit partly by a series of light-reflecting panels. Eight main masts each consisting of four tubular steel columns hold the building up, leaving the central areas of each storey column-free and flexible for present and future arrangement of office space.

At present, most floors are completely open plan. Services for each floor are contained in prefabricated modules. Movement to floors within each "village" is by escalators — the building contains 62 of them.

There are also 23 lifts, most of which whisk passengers to the double-height storeys. Beneath it all are the sub-deposit vaults and the bank's chairman's suite and a helicopter pad.

The whole structure is guarded by the same bronze lions which stood sentinel outside the previous headquarters building, completed in 1935.

Alexander Nicoll

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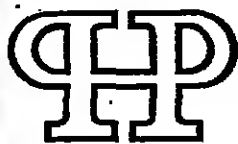
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Hong Kong as a Financial Centre 7

The Economic Scene

Healthy trade picture

IT HAS become somewhat of a cliché to say that Hong Kong is becoming a services centre and that its manufacturing role is declining.

According to this view, the territory is no longer the low-cost producer it once was, has increasingly moved into higher value-added goods, and its manufacturing base is therefore shrinking and will go on doing so.

Meanwhile, the argument runs, services being offered by the financial, trade, shipping and other support sectors are expanding and becoming more sophisticated. With the approaching change in the territory's political status, Hong Kong is set to become the services centre for the whole of south China.

Although elements of each side of this argument carry weight, its overall thrust is undoubtedly an oversimplification and may even be wrong. Hong Kong is still a major manufacturing centre. It always has been an entrepot and services centre. The role that additional financial services can play is likely to depend heavily on what needs China will have.

Among those who question the commonly held view are economists at the Hongkong and Shanghai Banking Corporation, who wrote in a recent report entitled "The Manufacturing Sector—Hong Kong's Backbone" that "this impression of de-industrialisation is more apparent than real."

They say statistics show that the share of the manufacturing sector in gross domestic product has remained stable in the first half of this decade at around 23 per cent. The demand for supporting services generated by the manufacturing sector has been very significant. This indirect contribution to the economy is included as it should be, then the extent of the decline in the prominence of the manufacturing sector has undoubtedly been overstated. Nevertheless, there must be doubts about whether manufacturing can continue to hold its own. Mr Piers Jacobs, the new Financial Secretary, has taken over an economy which is generally viewed as having already seen its period of fastest growth. After averaging real annual growth of 8 per cent in the previous six years, gross domestic product grew only 0.8 per cent last year.

Though he professes few concerns about the state of the economy at present, Mr Jacobs says: "I am a bit worried about the US for the future. I do not

Domestic exports (in value terms)			
	1st half 1986	1st half 1985	Growth
	(\$m)	(\$m)	(%)
All countries	65,374	66,406	8
USA	27,836	26,125	7
China	7,549	7,918	-7
FR Germany	4,574	5,572	-28
UK	4,228	4,898	-14
Japan	2,376	2,053	16
Canada	2,191	1,914	14
Australia	1,469	1,585	-7
Singapore	1,228	1,126	13
Rest of the world	14,136	12,237	15

Source: Hong Kong Government

think that protectionist sentiments are over. They could build up and they could affect our position."

This could especially affect Hong Kong's enormous exports of textiles.

The other area of concern is the level of investment in capital goods. This has been running at a relatively low level. If Hong Kong is to continue to hold its own, many people believe investment will need to be focused on higher technology sectors. This could mean investment for a longer period than has been the custom in Hong Kong before receiving a return.

The picture for trade and the overall economy is, quite healthily this year, with domestic exports picking up, inflation staying low, and unemployment virtually non-existent. The Government has shown no sign that it will change the local dollar's HK\$7.80 peg to the US dollar, and therefore export competitiveness has improved. At the first half of 1986, domestic exports to West Germany, Japan, Canada and the UK have also been growing, but those to China and Australia have shrunk. Highlighting China's clampdown on spending of foreign exchange, its purchases from Hong Kong of capital goods

have fallen particularly sharply. Hong Kong's re-exports to China also dropped, though it remained the largest market for such goods as well as the most important source for them. Rising domestic exports boosted Hong Kong's imports from China, particularly of raw materials and semi-manufactured goods. Purchases from China accounted for 28 per cent of Hong Kong's imports and were 26 per cent higher than in the first half of last year.

Rising domestic demand boosted imports and created a visible trade deficit in the first half.

Hong Kong has always been extremely vulnerable to external economic developments, and seems destined to remain so unless the essential fabric of its economy alters. The US remains by far its largest market for domestic exports, and thus influences the territory crucially if its economy expands or contracts, or if protectionist pressures grow. China's economic needs will no doubt play an increasing role.

But the latest figures, at least, provide no evidence of a progressive decline in Hong Kong's traditional role. They do, however, show the new well-documented decline in electronic and electrical goods exports. While, clothing and

watch and clock exports rose, those of electronic components and electrical appliances both fell.

The Hongkong Bank economists argue that the "rising tide of protectionism, coupled with growing competition from newly industrialised countries, has intensified the need for speeding up the diversification of Hong Kong's manufacturing industry."

Investment in new manufacturing areas, however, does not seem to be occurring. The volume of retained imports of capital goods in first half 1986 was 4 per cent below the same period a year before, and the drop in the second half of 1986 was 12 per cent.

"The slump in industrial investment has caused considerable anxiety and doubts are naturally being raised as to whether the economic growth that Hong Kong has become accustomed to can really continue if industry is not re-equipping itself to respond efficiently to future world demand," the economists say.

Some have backed this concern with calls for a government-sponsored industrial bank to promote new investment, but this has yet to meet widespread support. If it did, it would mark a major break in a territory which has relied so heavily on private sector solutions.

But not even the view that investment in manufacturing industry is declining is universally held. Economists at Sun Hung Kai Securities, for example, say the first half fall in retained imports of capital goods, at 8.1 per cent in money terms, was largely due to a 76 per cent drop in transport equipment caused by the completion of a substantial part of the Mass Transit Railway Island Line.

"The fall in retained imports of capital goods does not reflect a lack of investment confidence, as retained imports of industrial machinery registered a hefty gain of 67 per cent and that of construction machinery showed an increase of 38 per cent," the SHK economists say. "Assuming prices of industrial and construction machinery have climbed by 20 per cent because of the devaluation of the Hong Kong dollar against most other major currencies, the increases remain substantial."

Turnover in industrial property also suggests a reasonably high degree of investment confidence, they say.

Alexander Nicoll

Domestic Export Comparisons

Growth rates in real terms of domestic exports to (%)					
Year-on-year comparison	US	China	FR Germany	UK	Japan
1985/1984 Q1	-4	87	-29	-13	-3
Q2	-14	56	-21	-21	-18
Q3	-11	21	-18	-22	-15
Q4	5	4	4	-14	-9
1984/1983 Q1	1	-22	13	-3	4
Q2	8	4	48	16	18

Source: Hong Kong Government statistics

Bank of China

A daunting task ahead

HONG KONG'S so-called "Sister Banks"—the 13 banks gathered under the umbrella of the Bank of China—were, until just a few years ago, a ramshackle array of left-overs from the 1949 revolution.

Today, they are being galvanised to provide the funds needed for the daunting task of modernising China's moribund economy. By comparison with many of the western banks operating in Hong Kong, many remain cumbersome, bureaucratic, and desperately short on technical skills. But substantial resources are being invested to remedy this, to the point where the sister banks have now become an increasingly potent force on the local banking scene.

Since 1978, shortly after Deng Xiaoping, China's most powerful figure, formulated the open door policy intended to bring to an end more than two decades of economic isolation, the Sister Banks have become an organised force, each developing particular banking skills. They are now second only to the Hongkong and Shanghai Banking Corporation and the "sister" the Hang Seng Bank in the territory. They work in concert to raise funds for lending to ventures inside China, providing financial backing to prospective investors on the mainland, and funding ventures in Hong Kong where mainland Chinese corporations have a stake.

All have either already increased their authorised capital base in order to boost operations, or are in the process of doing so. More recently, they have committed themselves to fostering "stability and prosperity" in Hong Kong—a policy that may have provided the impetus for the standby loan to ailing local banks, and to the flourishing shipping group, Orient Overseas (Holdings). The banks in the group—which in Chinese is called the "Zhongguo Jituan"—were originally the Hong Kong branches of banks incorporated in different parts of China. In the wake of the 1949 revolution, all banks on the mainland were nationalised and absorbed into the People's Bank of China's Central Bank.

Today, only four are fully incorporated in Hong Kong, with the remainder maintaining the fiction of incorporation in Peking—in most cases in the form of a nameplate at the Bank of China's headquarters. Their traditional strengths were in simple trade finance, but as they have geared up to

aid China's post-1978 modernisation, so they have begun to build up skills in capital market operations, merchant banking, mortgage finance, industrial investment, and provident fund and unit trust management. Some are now handling futures and options business, and European Currency Unit (ECU) deposits.

Excluding the one bank in Macao that forms part of the Bank of China group, the 13 banks today account for more than 250 branches, and about one fifth of all bank deposits in Hong Kong—compared with 15 per cent five years ago.

This falls far short of the Hongkong Bank group, which boasts 350 branches, and about 70 per cent of local deposits. But

the turning point for the banks was the arrival in 1980 of Jiang Wengui to set up the Bank of China's Hong Kong and Macao regional office. Until then, operations of the Sister Banks were unco-ordinated and often at odds with each other.

Jiang has since retired, but efforts to dovetail the different banks' operations continue. There are strict limits on the amount any Sister Bank can lend without reference to the Bank of China—HK\$200m for secured loans and HK\$50m for unsecured.

The banks use a common electronic clearing system—Jetro. They all use the same banking training school, which operates from three centres and handles up to 1,000 people at any one time. Most training is devoted to basic skills for junior staff, but an increasing number of more specialised courses are being mounted for senior staff.

Each of the Sister Banks has been encouraged either to build on traditional strengths, or to find a specialist niche. The Fosang Bank, for example, has retained its long-standing role as a specialist in bullion dealing while, at the same time, expanding aggressively its foreign exchange operations. Its growth was reflected last year in a 119 per cent rise in deposits (to HK\$3.6bn) and a 75 per cent increase in lending.

The bank of Communications, is developing treasury and capital market operations, while expanding merchant banking and other wholesale banking activities.

The Nanyang Commercial Bank is credited with organising the earliest loan syndicates for projects inside China.

Lau Chiu-Yap, deputy general manager of the Bank of China's

business division, recently noted that the group had since 1984 lent over HK\$10bn to Hong Kong businessmen for their operations inside mainland China.

At the same time, small industrial loans in the territory itself have grown from HK\$1bn in 1983 to HK\$2.4bn last year.

However, it is a measure of the comparative inefficiency that remains among the Sister Banks that among the four banks that are incorporated in Hong Kong—the Nanyang Commercial Bank, the Citibank, the Industrial Bank of Japan, and the Fosang Bank—managed rates of return last year of between 6.5 per cent and 9.4 per cent—poor by comparison with most other local banks, and far short of the 25 per cent rate of return achieved by the Hang Seng Bank.

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and led the group's development of credit cards and traveller's cheques.

The Sin Hwa Trust, savings and commerce bank is building on close trading links with U.S. banks and businesses, while the Kinchen Banking Corporation, which has strong Japanese links, has set up a merchant banking venture with Japan called Kinchen Tokyo Finance.

Each of the Sister Banks has been allotted special responsibility for loans linked with the development of particular open cities along the coast of China.

For example, the China and South Sea Bank has a wretched brief on Qingdao and Yantai in Shandong, and Hainan Island, while the National Commercial Bank focuses on the needs of Ningbo and Wenzhou in Zhejiang.

The Yien Yieh Commercial Bank oversees the needs of Qinhuaqiao, while the Kwangtung Commercial Bank has close links with Zhanjiang and Guangzhou in Guangdong.

These links are not exclusive, but they are an attempt to focus investment and development efforts across China, and to encourage banks to build up a close knowledge of particular regions on the Chinese mainland.

Only recently, the Bank of China group was also called on to tap the Hong Kong money market for funds to aid development in eight major Chinese cities—Guangzhou, Tianjin, Xiamen, Fuzhou, Wuhan, Nanjing, Changshou and Zhuzhou.

The Bank of China has in its own right set up merchant banking joint ventures with a number of western banks. First was OCIC Finance, a venture with First National Bank of Chicago, the Industrial Bank of Japan, and China Resources in Hong Kong, with a venture recently established with Chemical Bank and shipping magnate, Sir Yue-Kong Fao.

In parallel with the Sister Banks, a number of other Chinese financial organisations have recently moved into Hong Kong's banking arena. Most conspicuously, the China International Trust and Investment Corporation (CITIC) recently took control of the ailing Ka Wah Bank—perhaps hoping to build on the latter's traditional close links with overseas Chinese communities in South-East Asia. Ka Wah is now headed by Jin Deqin, who, until two years ago, headed the Bank of China group in Peking.

David Dowell

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Our connections with China are excellent and we're developing selective opportunities in the vast potential offered by that market.

So although our roots go back over 100 years, it's the future where our focus is firmly fixed. Our base is Hong Kong. And we know Hong Kong better than anyone.

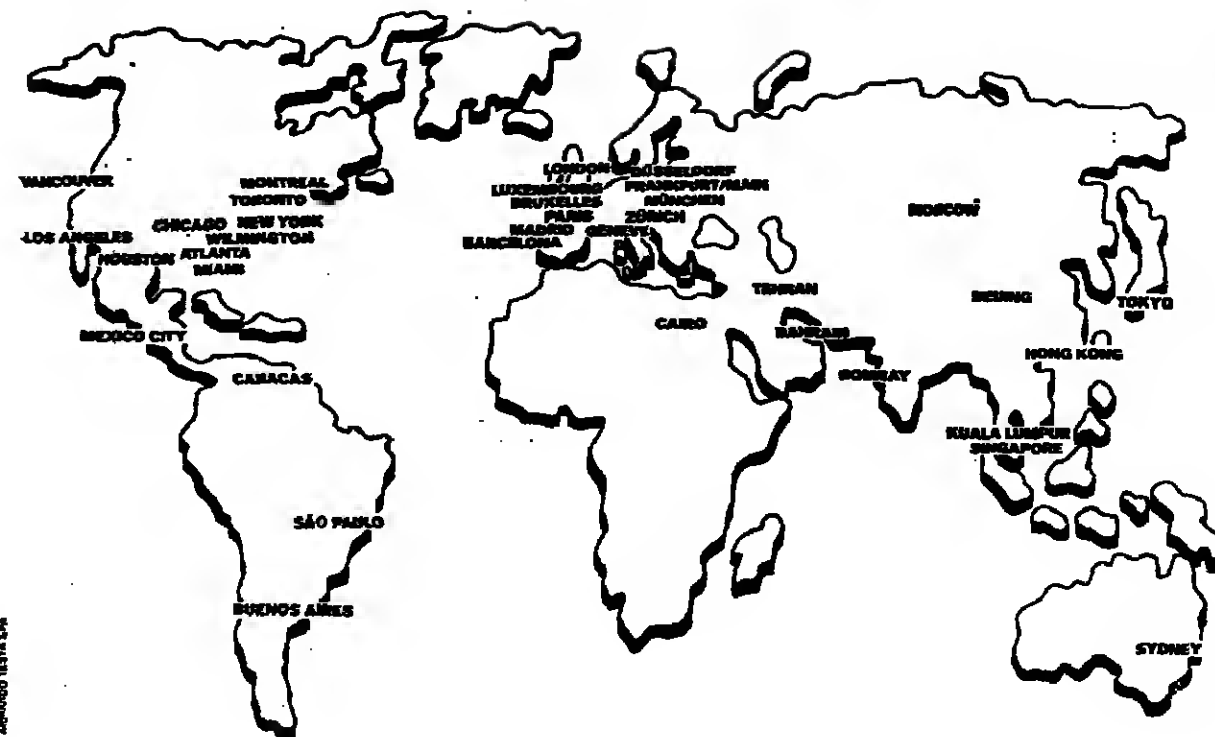
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Hong Kong as a Financial Centre 8

China's viewpoint

When Deng speaks, Hong Kong listens hard



Deng Xiaoping, the Chinese leader: his recent statements combine admission, pledge and warning

THE OCCASION chosen by Deng Xiaoping was a US television interview, a rare enough event in itself. What the Chinese leader said last month to his CBS interviewer in Peking covered a wide range of topics on his nation's position in the world. But he was at his most candid when making four points of key relevance to bankers, traders, contractors and entrepreneurs alike—particularly, but not only, those operating from Hong Kong.

The statements combine admission, pledge and warning. Deng said:

• "I do understand these complaints of foreign investors. No one would come here and invest without getting returns on their investment."

• "We are working to change the present state of affairs. We are taking effective measures to solve these problems."

• "When these problems are solved, new problems will arise and they should be settled."

• "To be frank, the policy (of encouraging wealth creation) will not give rise to the emergence of a new bourgeoisie under our socialist system. It is very difficult for people to become millionaires."

When Deng speaks on such matters, Hong Kong listens. The territory accounts for fully 80 per cent of foreign investment in China and a quarter of the mainland's foreign exchange earnings. Meanwhile, some

believe China is poised this year to eclipse the US as Hong Kong's biggest trading partner: the volume of mainland exports for delivery within Hong Kong already puts it close behind.

When Deng speaks of complaints, problems and difficulties, though, Hong Kong knows what he means. Factored into the trade and investment equation are a diversity of property, infrastructural and manufacturing joint ventures, products of the first half of this decade when a pretty much untrammelled influx of foreign-partnered activity came to the open zones of the south. Let a thousand projects bloom may have been the idea, but:

• Not all have done so. Shortages of equipment, services and skills have particularly beset larger industrial installations, like vehicle plants, which could have been showpiece facilities.

Moreover, creating special economic zones does not of itself generate improved output—productivity in Shenzhen, the nearest such centre to Hong Kong, was reported to have been 55 per cent below national average last year.

Those which have been accomplished successfully have in large measure been too much of the same type, making for oversupply and evidencing lack of forethought in what is meant still to be a planned economy. Property development makes

up half of all foreign joint ventures in China, but the heavy bias towards luxury-class hotels has been one cause for what one long-time Peking-watcher describes as "dismay" among the leadership in the capital.

• In reaction to this, but more so to a steep and severe drain of foreign exchange—reserves down nearly 30 per cent to US\$11.9bn in the 15 months to last December—a bar was put on capital spending in many areas as well as on direct imports. Latecomers can get in, but the cheap seats have gone.

From the point of view of smaller Hong Kong-originated project proposals, and of the leading banks based in the territory to which these are put, the key ingredient now lacking is the high level of official mainland guarantee that covered earlier ventures.

In past years, exposure to irrecoverability of the investment often needed to be as little as 5 per cent of the sum involved. More thorough feasibility studies can redress this in part, but alone cannot make China projects a growth area sustainable at anything near previous rates.

China's self-imposed cooling-off period is far from being near an end, as some Hong Kong hopefuls think. Figures released from Peking last month for the first seven months of this year show capital investment running at 10 per cent above budgeted targets.

The total outlay of \$2.3bn yuan was 7.5 per cent above the same period of 1985 although negative growth had been projected. Significantly, the official Peking Review attributed the overshoot to local administrators disobeying central government orders to cancel or postpone projects—offices, hotels and tourist facilities as well as trunk roads and those processing plants which were not assured of energy and raw material supplies.

From their side of the border, Hong Kong officials appear anxious to play down any notion that the territory's prosperity will erode in the absence of an exponential growth rate in China business. One developing country ought not to be the sole engine for the economic expansion of a sophisticated though compact marketplace, they stress.

For all this, the open-door 1980s have fuelled expectations within China's populace which can only be met, as one analyst put it recently, "by raising living standards rather than raising bonuses." The 1987 dimension aside, the Hong Kong reservoir of funds offers the nearest and clearest way to do so.

The territory has already become the testing ground for Chinese experiments in world banking. China is thought likely to leapfrog what has been called the "Korean stage" of massive sovereign credits, instead undertaking piecemeal commercial borrowings. As one leading local banker describes it, "A lot is being drawn from Hong Kong, not so much in big tombstone issues, but all the time."

The dozen-strong Bank of China group now operates a substantial range of retail and commercial banking business in Hong Kong. China International Trust and Investment Corporation (Citic), run in parallel as a conduit for joint ventures, has also had its brief extended to cover fund raising under its own name in the capital markets, investing in North American forest land and other natural resources, and even rescuing an ailing Hong Kong bank.

Ka Wah Bank, into which Citic earlier this year injected HK\$350m to take nearly full control, is held up by mainland bankers as an illustration of Peking's wish for stability in Hong Kong's financial system. Ka Wah is now administered as

part of the Citic group and is headed by Jin De-Qin, a Citic vice chairman and a former president of the Bank of China.

"Citic needs a channel to the outside world," Jin says. This thinking, however, extends well beyond Hong Kong and what he says makes clear that the territory's financial community would be ill advised to assume that it will always have first refusal on calls for funds.

Ka Wah has branches in New York, Los Angeles and Toronto, and is to be used by Citic as one means of tapping overseas Chinese resident in North America, as well as acting as a general outpost for trans-Pacific business.

Citic and other mainland financial entities have at the same time been exploring the deeper waters of the international capital markets through issues in Tokyo and Frankfurt, and have found the experience encouraging. But it is to Hong Kong on which they still largely rely for project finance, and Jin is among those keenest to throw light on the opportunities still available.

Even the hotel building sector is not entirely saturated in the southern cities, he says, just the upper end of the market. "In some areas there is still a need we need some more at the middle levels for tourists."

Investments

The participation of an agency like Citic in a development project is one of the positive indicators most sought after by Hong Kong-based bankers when a venture partner is seeking their financial support. Now state and provincial guarantees have receded "it is comforting to see Citic or China Travel (the tourism enterprise) involved even in no tangible way," one observes.

Intermittent noises emerge from Peking that Shanghai could be reopened as a capital market, while nearby Shenyang has been developing at least a primary market in paper and in corporate bonds. Moves like this are read in Hong Kong with a mixture of wariness and cynicism, as if Peking felt itself obliged occasionally to remind the territory that there are important parts of its domain other than the capital itself and the Pearl River delta region with which Hong Kong is most acquainted.

But it is here, along the boulevards of cities like Guangzhou (Canton), that the more concrete evidence is to be found of what Hong Kong capital can do, and is still needed to do. Policemen on point duty under Pepsi-Cola umbrellas signal through streams of taxis ferrying Hong Kong businessmen from hotel to appointment in an equally gleaming new office block, past building sites where work continues.

On the assumption that the current Chinese period of consolidation will prove to be temporary, more than one Hong Kong analyst has settled on an American analogy for the future roles to be played by the regions of the mainland. This sees Peking emerging as China's Washington, with a firm but distant hand on a Hong Kong-Shenzhen-Guangzhou axis which could become its New York. Another symbol of the enthusiasm being evidenced within the territory for a share in the many infrastructure developments for which there remains a need: Hong Kong consortium is said to be planning a Hong Kong-Canton highway project, with approval hoped for by the end of this year. The road to 1997 is unlikely to be free from hold-ups, but efforts are being made on both sides to flatten out the bumps.

Gordon Cramb

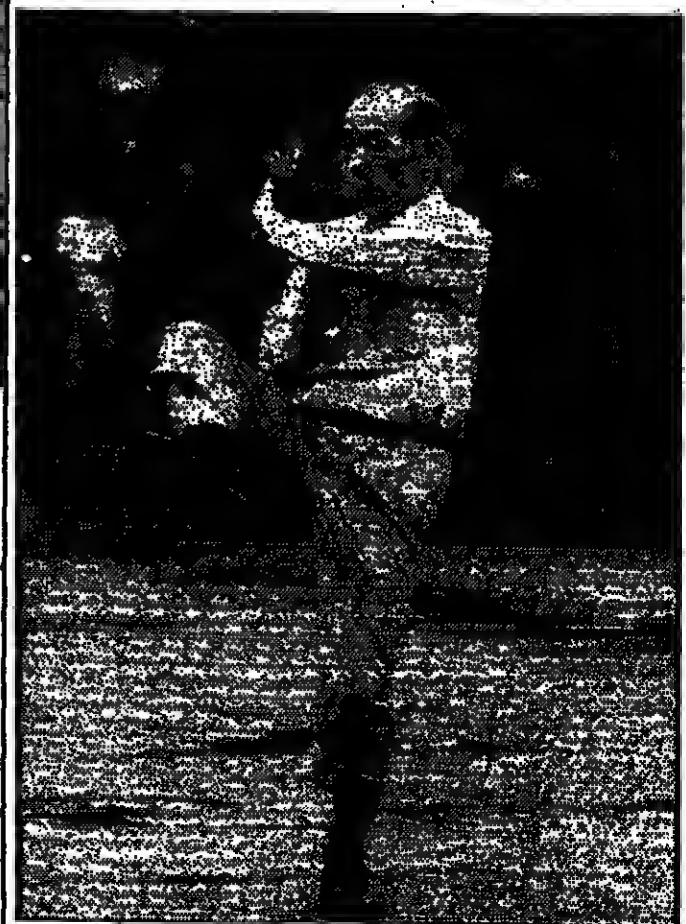


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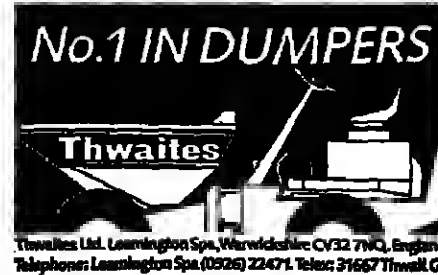
Preparing for a new day: a middle-aged Hong Kong businessman limbers up with early morning exercises, adopting a technique that goes back to the days of Confucius



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday September 29 1986



Plan for medium-term sector gathers momentum

EFFORTS to develop a medium-term sector in the Eurobond market are rapidly gathering steam, writes Alexander Nicoll in London.

So far only one programme - for First Interstate - has actually been issued. Plans have, however, recently been announced by PepsiCo and Electrolux, and the latest entrant is American Life Insurance (Allico), a subsidiary of American International Group of the US.

Medium-term notes, which already have a well-developed market in the US, are continuously offered securities like commercial paper, but for longer maturities. They may usually be given any interest rate structure depending on the needs of borrowers and especially investors.

Allico, which operates outside the US and has total assets of \$2.2bn, plans to issue such securities in the Eurobond market through a programme of up to \$100m devised by Morgan Stanley International, one of several dealers. Paper is to be issued starting late next month or early in November.

The notes will follow a structure

similar to that used for insurance companies arranging such programmes in the US. They will take the form of participation certificates issued by Allico Trust, based in the Cayman Islands, secured on funding agreements sold by Allico to the trust. A funding agreement, though similar to a certificate of deposit issued by a bank, is technically an insurance contract and therefore enables an insurer to raise funds away from the balance sheet.

The notes represent direct participation in the funding agreement, which has a prior claim to that of bondholders over an insurer's assets. Funding agreements are given a claims pay rating by Standard and Poor's, and in the case of Allico this is triple A.

When issued, the certificates - like medium-term notes issued by any other borrower - will look exactly like Eurobonds. They will have Luxembourg listings, any interest rate structure, and any maturity between one and 10 years.

As with most new markets, the commissions for banks arranging such deals are attractive. But the in-

hour which goes into them is also extensive, not only on creating the structure but also on developing an investor base.

Medium-term notes are clearly tailored for institutional investors wanting to match maturities and interest-rate regimes to specific portfolio needs. Although a good part of each issue is thus likely to be locked away until maturity, it is still important for such investors that they see what appears to be a liquid market with tight two-way prices.

For this reason, it is expected that two or three dealers will be brought into the Allico programme in addition to Morgan Stanley and UBS, which is an AIG subsidiary.

Another, more modest, move towards securitisation was announced by Bank of Montreal Capital Markets. It has devised a \$100m programme for the home loans subsidiary of Britain's Target Group, a life insurance, pensions and unit trust group which has been slowly building up a portfolio of home mortgages.

The programme, an extension of a previous loan from Bank of Montreal, will take the form of transferable substitution certificates backed by Target's residential mortgages. Interest rates are negotiated at each issue.

Hawker Siddeley, the UK engineering group, has completed a debt-secured revolving credit facility which, at \$25m, is \$25m higher than was originally targeted. Many banks are unenthusiastic about self-arranged deals for obvious reasons, and some of Hawker's relationship banks are understood to have turned down participation.

However, Hawker has persuaded seven of its key relationship banks to take part in the 7½ year committed facility, which it does not expect to draw on in normal circumstances - it is also expected to begin a Eurocommercial paper programme of similar size shortly. Terms of the facility are believed to include a margin of ½ above London interbank offered rates (Libor) and a facility fee of 5 basis points rising to 6.25 after four years.

Heron International Finance, part of the UK-controlled Heron group, has mandated Orion Royal Bank to arrange a \$100m revolving credit facility for three years, extendible to seven. It has a spread of 15 basis points above Libor, a facility fee of 10 basis points, and utilisation fees rising to 7½ basis points if it is more than two-thirds used.

In New York, as new product of financial ingenuity has emerged from Salomon Brothers. Called Performance Indenture Paper (or Pips), it allows commercial paper issuers to borrow at below-market rates.

This is achieved by giving investors - though they are still buying dollar paper - the chance to take a view on the dollar's performance against one of several major currencies. From both borrowers' and investors' points of view, however, the whole transaction is in dollar-denominated commercial paper.

The instrument embodies concepts already in use in the currency options market. Investors earn a yield determined at maturity depending on the movement of the dollar against the chosen currency.

EUROBOND MARKET TURNOVER Thousands (\$m)				
Primary Market	Secondary Market	Other	FRM	Other
US\$	2,817.1	0.2	14,882.2	2,888.6
FRF	4,678.6	1.9	1,018.2	3,291.4
Other	2,129.1	0.2	2,918.2	278.8
FRF	2,117.9	77.1	628.8	125.2
Secondary Market				
US\$	22,574.5	1,774.6	24,289.4	5,279.4
FRF	52,782.3	1,388.4	24,758.0	8,022.9
Other	14,821.5	118.8	4,102.8	4,472.4
FRF	11,853.5	257.5	3,407.3	4,085.3
Total				
US\$	25,391.6	1,774.8	26,166.4	7,400.0
FRF	57,460.9	1,388.4	26,166.4	12,314.3
Other	16,942.6	118.8	4,102.8	4,750.7
FRF	13,967.0	257.5	3,407.3	5,192.5

Week to September 28 1986 Source: AIGD

The yield will, however, always be within a range specified by the investor at the outset. If he wants to take a big risk with a high potential return, then he can specify a wide range.

If the Pips investor's currency hunch was right, he earns an above-market yield. If he was wrong, the yield is below market. Salomon's parent company has kicked off with a \$10m issue linked to the D-Mark.

Quaker offers \$792m for Anderson, Clayton

BY WILLIAM HALL IN NEW YORK

QUAKER OATS, the Chicago food company, has offered to buy Anderson, Clayton, the Houston food processor, for \$792m and is asking the courts to block Ralston Purina, one of its biggest competitors, from making a rival bid.

Quaker Oats, the earlier plans of which to buy Anderson, Clayton's pet food business collapsed after two New York investment banks withdrew from the battle for Anderson, Clayton, made clear on Friday that it was intent on continuing the battle for control of Anderson, Clayton. Quaker Oats' action appeared to have caught Ralston Purina off guard. Although the company's board of directors met on Friday, company officials were unable to say whether the board had recommended that Ralston Purina proceed with its proposed bid.

Less than a day after it disclosed it had acquired a 23 per cent stake in Anderson, Clayton, Quaker Oats said it was prepared to pay \$65 a share for Anderson, Clayton, topping a rival \$62 per share proposal

by Ralston Purina, which emerged on the scene just over a week ago.

Following Ralston Purina's offer, Bear Stearns and Gruss and Company, two New York investment banks which had been trying to acquire the company since May, dropped out of the running.

However, Quaker Oats made it clear on Friday it was not going to back down from its bid to take over Anderson, Clayton and this was reflected on Wall Street where Anderson, Clayton's shares jumped by 8½ to \$70. Late on Friday Quaker Oats disclosed it had filed an antitrust law suit in a US district court in Washington DC alleging that if Ralston Purina's bid for Anderson, Clayton was successful it would "substantially lessen competition in the pet foods industry and eliminate Quaker as an effective competitor to Ralston."

Quaker Oats shares rose by \$1 to \$73 on Friday, capitalising the company at \$2.86bn while Ralston Purina's shares rose by 5½ to \$63½ capitalising the company at \$4.8bn.

New \$2.7bn issues restore market poise after sticky patch

THE Eurobond market last week showed some signs of recovering its poise after a distinctly rocky period, writes Alexander Nicoll in London.

A brief uptick in New York bond prices early in the week provided Eurobond syndicate managers with a glimpse of a window and they proceeded to job \$2.7bn worth of new issues through it. More than a quarter of these were accounted for by specially structured or equity-linked deals.

Although on the face of it this was an over-enthusiastic reaction to a modest market recovery with uncertain chances of being sustained, most deals were launched with an admirable absence of bravado.

The terms on most deals would not be seen as too aggressive in normal circumstances - if there are ever normal conditions in the Eurobond market nowadays. Nor did too many lead managers make exaggerated claims about their success.

Nevertheless, New York's mild downturn on Thursday and early Friday left a number of the new issues trading outside their fees. A significant chunk of paper was probably lodged on managers' books by the end of the week, joining what must still be a worrying overhang from past issues.

The overall mood of the market remained extremely nervous of interest rate and currency prospects following the war of words between the US and Europe. There were also doubts about whether the weekend meetings of leading industrialised countries in Washington would produce a reconciliation that could push down interest rates and stabilise currencies.

Investors obviously felt it was not worth their while entering the market in such circumstances. Where they did come in, it was to take advantage of small price gains by selling some of their holdings to profes-

sional traders. This was their reaction to remarks that offered hope from Salomon Brothers' Henry Kaufman and the Federal Reserve's Paul Volcker.

Interest was also restrained importantly by the approaching end of the Japanese half-year tomorrow.

In these conditions, it was not surprising that most of the dollar issues were from high quality names such as sovereigns and supra-nationals. Renfe's \$500m floating rate note, guaranteed by Spain, was generally seen as tight but basically sensible and was being bid by Salomon Brothers within the fees. It was aided by Spain's improved credit rating as well as tax benefits arising from double taxation accords.

Belgium's fixed rate deal provided an interesting test of the market's mood. A spread of 70 basis points over US Treasuries at launch, net of fees, might have been

seen as fair pricing but the market clearly viewed it as too tight.

The Metropolis of Tokyo, coming with Japan's guarantee, appeared fairly priced at 66 basis points over Treasuries but was not snapped up.

The European Investment Bank, launched at 45 basis points over Treasuries, moved slowly. Nordic Investment Bank's issue was seen as over-aggressive.

Given the difficulty of placing regular issues and the need of Eurobond houses to attempt to make profits, it was not surprising to see a continuing rash of specially structured deals tailored for specific investors and heavily pre-placed with them. For some issues, there was no trading level because they were locked up before launch.

Such deals included investors in industry and Finland. The vogue continued for high coupon deals, aimed at Japanese insurance com-

panies, and for bull and bear type issues, including a Denmark deal which was the first to be linked to the gold price.

The market clearly thinks gold is set to rise further for the bull tranche did well and the bear tranche poorly. Among equity linked issues which did well were those for RIL Aquitaine and Pisons.

Japanese bonds with equity warrants, issues of which have aimed recently following falls in the Tokyo stock market, saw an important move on Friday when Ebara indicated a 3½ per cent coupon, responding to widespread market belief that coupons must be increased.

Among other issues launched on Friday was a C\$75m deal for Montreal Urban Community, a high coupon bond from Compagnie Generale d'Electricite, and yet another issue from ICN Pharmaceuticals, this time a dollar convertible.

A bumpy ride was to be had last week in the Eurosterling bond market. Prices fell as fears mounted that interest rates would have to be increased to support the pound. Dealers said there was a severe lack of confidence in the sector.

In West Germany and France, investment interest was muted, reflecting currency and interest rate uncertainties, and prices fell slightly. A D-Mark issue by a Midland Bank subsidiary fluctuated after launch, weakening on Friday to be bid at discounts equal to the total fees.

The Swiss market saw gains of ¼ to ½ a point, helped by New York's gains earlier in the week. Echo Bay Mines' issue with warrants to buy gold met an enthusiastic response and was increased from Sfr 75m to Sfr 110m. Its coupon was reduced from 4 to 3½ per cent, and the unofficial market price was 105.

Vons to take control of chain of supermarkets

BY OUR NEW YORK STAFF

VONS COMPANIES, a southern Californian supermarket chain acquired by a group of wealthy investors in January, is to take over Detroit-based Allied Supermarkets in a \$600m deal. The move will enable Vons' institutional backers to take much of their profit on their nine-month-old investment.

The transaction, which will create a publicly quoted food retailer with annual turnover of \$3.5bn, is the latest sign of the upheaval in the US retailing industry.

Vons was spun off from Household International in a leveraged management buy-out earlier this year financed by a group of investors including the Bass brothers of Texas, Donaldson Lufkin and En-

rette and Equitable Life. It is the leading supermarket chain in southern California with 1986 revenues of \$3bn, and 190 supermarkets.

Allied Supermarkets, which emerged from the bankruptcy courts five years ago and the shares of which are listed on the New York Stock Exchange, is one of the largest retail and wholesale food marketers in Detroit and has annual sales of \$360m and a staff of 1,700.

Under the deal a new, publicly-held holding company called the Vons Companies will be formed and will have two autonomous operating units, Vons in California and Allied in Detroit.

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9th July, 1986

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INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Wall Street shakes off some of its gloom

BOND PRICES rallied last week for the first time in almost a month but gains of around two full points among long government bonds could only recoup part of the dramatic losses suffered since the sharp sell-off which began after the Labor Day weekend. Traders remain very uncertain.

The optimists detected a subtle improvement in mood last week. News of a smaller-than-expected 0.2 percentage point rise in the August consumer price index, a surprisingly large 2.6 per cent drop in August durable goods orders, and a firmer tone in the dollar which ended the week at DM 2.05, all contributed to the improvement.

Aubrey G. Lanston notes in his latest market letter that the major economic data released last week "reinforced the view that the US economy is continuing to grow at a modest pace and that inflation remains relatively subdued." The Federal Reserve Committee (FOMC) met last week and, although Salomon Brothers says that "the hint of a slight tightening on the credit reins" dis-

US MONEY MARKET RATES (%)				
	1 week	4 weeks	12 months	Low
	Friday	ago	ago	
Red Funds (weekly average)	5.84	5.82	5.81	5.82
Three-month Treasury bill	5.23	5.25	5.15	5.11
Six-month Treasury bill	5.28	5.29	5.15	5.15
Three-month prime CD	5.28	5.29	5.15	5.15
30-day Commercial Paper	5.28	5.29	5.15	5.15
90-day Commercial Paper	5.28	5.29	5.15	5.15

US BOND PRICES AND YIELDS (%)				
	1 week	4 weeks	12 months	Low
	Friday	ago	ago	
Seven-year Treasury	99 1/2	99 1/2	99 1/2	99 1/2
10-year Treasury	99 1/2	99 1/2	99 1/2	99 1/2
30-year Treasury	99 1/2	99 1/2	99 1/2	99 1/2
New 10-year "A" Financial	N/A	N/A	N/A	N/A
New "AA" Long Industrial	N/A	N/A	N/A	N/A

Money Supply in the week ended September 15 fell by \$4.4bn to \$891.3bn.

Source: Salomon Bros (continues).

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Andrew Fisher reports on the West German media group's North American ambitions

Bertelsmann splashes out in the US

FOR ALL the bold strides that Bertelsmann has been making in the US market lately, the efforts there of the West German publishing, music and electronic media group have not always met with success.

It flopped six years ago, when its Gruner and Jahr subsidiary launched Geo, a glossy geographic magazine. The magazine simply did not take off with readers and advertisers. And in 1984, Bertelsmann failed with a \$150m bid to buy US News and World Report.

But with the D-Mark having surged against the dollar, the German company is now rapidly expanding its activities in the US market, where it sees better growth prospects than in Western Europe.

With its recent \$300m purchase agreement for full control of the RCA record and music business, Bertelsmann showed just how serious it was about its ambitions in North America.

If anyone had any doubts, the near \$500m deal announced last Friday for Bertelsmann to buy the Doubleday publishing house should be enough to dispel these. By purchasing Doubleday, it will become the second largest publisher in the US behind Simon and Schuster.

Two such deals in one month show that Bertelsmann is intent on expanding rapidly in fast-growing markets, but chiefly in sectors which it knows best.

That was not always the case. Back in the 1980s, it spread out into such activities as chicken farms and chains of cinemas, so that it lost a sense of direction.

Before that, it had gained a name for aggressive foot-in-the-door salesmanship with the rapid growth of its book clubs and has since tried hard to shake this off.

Mr Reinhard Mohn, the man who led Bertelsmann out of the confusion of the post-war years and into a period of rapid growth over some 40 years, took the company away from the non-media activities in the 1970s and back onto familiar paths. Even so, there was still considerable overlap between different divisions, often competing for the same customers.

Now aged 65, Mr Mohn still owns most of the company which was founded as a printer of hymnals and prayer books in 1835 in the country town of Gutersloh in northern Germany between Dortmund and Hanover.

He is a fifth-generation member of the founding family—his grandfather married the granddaughter of the founder, Carl Bertelsmann, who lives simply and does not care to talk about himself.

In the 1980s, he founded the book clubs which now have more than 16m members around the world. In the next decade, he looked abroad for expansion as card problems made further expansion at home awkward.

Bertelsmann also took a majority stake in Gruner and Jahr, publisher of the best-selling Stern weekly magazine, as well as Geo and other specialised titles.

The 1970s saw sales of Bertelsmann soar from under DM 700m a year to nearly DM 5bn. Today, they are around DM 7.6bn (\$3.8bn). Mr Mohn shifted the company from its old patriarchal style to one of decentralised decision making and increased shopfloor motivation.

He introduced profit centres, generous social benefits, and made Bertelsmann into an AG (Aktiengesellschaft, or share company), ready for the day when it might go public. In fact, he still owns nearly 90 per cent of the common stock, though profit-sharing certificates (Genusscheine) have been issued and are held mainly by present and past employees.



Mr Manfred Woessner: insisting on more co-ordination.

At the age of 60, Mr Mohn stepped down as chief executive in 1981. The current holder of the job is 47-year-old Mr Manfred Woessner, who used to run the printing division. Among his board colleagues is Mr Manfred Lahnstein, 48, the former West German finance minister, who now heads the electronic media division.

Under the silver-haired Mr Woessner, Bertelsmann is retaining its decentralised structure, but he has been insisting on more co-ordination and quality. The group certainly does not want any more episodes like the scandal over the so-called "Hitler Diaries" at Stern, which sells more than 1.5m copies each week.

As well as Stern, Bertelsmann, via Gruner & Jahr, also publishes the Capital and Impulse business magazines, the Brigitte women's magazine, and Eszen and Trinken (Eating and Drinking). Altogether, the subsidiary has 19 magazines in Germany, three in the US—Parents, Young Miss, and Expecting—four in France (including Geo) and four in Spain.

The US magazines are successful, with Parents described by the company as one of the country's leading women's magazines. Parents and Young Miss were acquired by Mr Mohn in the late 1970, followed by Brown Printing, a magazine printer.

In 1980, Bertelsmann bought Bantam Books, following that deal up with Offset Paperback Manufacturers in 1981. It was around that time that the costly Geo launch was made and then

brought to a close after two years.

Clearly, Bertelsmann is being encouraged by its successes in the US market rather than its failures. With the RCA deal, making the German company the third largest in the record business in the world after CBS and Warner, it has demonstrated no lack of hesitation in starting to carry out the investment programme it laid out six months ago.

Then, Bertelsmann said it planned to invest more than DM 2.5bn up to 1988, roughly two-thirds of it on existing sectors such as publishing and book clubs and the rest on new activities, including electronic media, and expansion in major markets like the US.

The acquisition of Doubleday, in which several other big US publishers were also thought to be interested, adds to Bertelsmann's hard cover and paperback book interests, as well as bringing in text books, book stores and printing operations.

Does Bertelsmann have any other high-pending deals up its sleeve? "We need to take a deep breath," said a company official. Though it has enough funds to finance its investments, growth does have its cost.

Net income is expected to have slipped in the year ended June 1986, from the previous year's record DM 337m following high start-up costs among new ventures, though the low dollar has also hampered the year's performance by depressing profit contributions from the US.

Between 10 per cent and 15 per cent of OMV's shares will be sold on the Vienna bourse, according to Mr Hugo Michael Sekyra, chairman of OIAG, the holding company for the nationalised industries.

OIAG is itself being thoroughly restructured following years of cumulative losses by some of its largest companies including Voest-Alpine, the steel and engineering group.

Mr Sekyra warned that OIAG will need at least Sch 32bn in subsidies to cover losses and pay for restructuring.

Markets seek better regulation

BY ALEXANDER NICOLL IN LONDON

THE International Federation of Stock Exchanges, which groups exchanges from 27 countries, is to examine more effective ways of regulating the growing international securities business.

The Paris-based federation, which held its annual meeting last week in London, will also study the effects of derivative products such as futures and options on underlying stock markets.

Sir Nicholas Goodison, chairman

of the London Stock Exchange and president of the federation, said more co-ordinated regulation could involve expanded technical links allowing the transfer of information between the growing international securities business.

With so much trading in individual stocks taking place outside their domestic marketplace, it was impossible for regulators to obtain a picture of trading in those stocks by just looking at one market.

Though frameworks differed from country to country, there was

much regulatory work that every exchange had to carry out.

Mr Jeffrey Knight, chief executive of the London exchange and chairman of a seminar yesterday, said the development of the Euro equity market showed the need for conformity of regulation. However, he said it was wrong to think of the market as unregulated since equity in each company was governed by the rules on the exchanges where it was listed.

NEW INTERNATIONAL BOND ISSUES

Issuer	Amount m.	Maturity	Av. life years	Coupon %	Price	Stock Rating	Offer rate %
U.S. DOLLARS							
Investors in Industry	86	1991	5	7 1/2	107 1/4	Working Securities	7.185
Financiers Finance	50	2001	15	5 1/4	100	Morgan Stanley	5.250
Orion Lending	30	1993	7	10	12 1/2	Delors Europe	7.350
Chimie Europe	50	1991	5	8	107 1/4	Yamaichi Int. (Eur)	7.557
Finland	70	1996	10	8 1/2	104	ISI Int.	7.795
Meridic Int. Bank	150	1991	5	7 1/2	101 1/4	Working Securities	7.224
Sanctum Trust Fin.	100	1991	5	7 1/4	101 1/4	Sanctum Trust Int.	7.328
Marquess of Tokyo	200	1996	10	8 1/4	101 1/4	Europe Pacific	8.858
India	500	1996	12	8 1/2	100.1	Salomon Brothers	—
Belgium (a)	250	1991	5	7 1/2	100 3/4	Morgan Guaranty	7.318
Deutsche Bank (b)	100	2011	25	1/2	100	Stand. Chart. M. & K Asia	—
Danish Export	100	1989	3	7	100 1/2	Salomon Brothers	5.888
EF Aquitaine	200	1994	7	8	100.2	Salomon Brothers	3.600
Belgium (a)	200	1991	5	7 1/2	100.1	Chase Manhattan	7.480
ESB Int. Bank	100	1983	7	7 1/4	101 1/4	Monroe Int.	7.257
ESB	100	1991	5	7 1/2	101 1/4	Fuj. Int. Finance	7.346
Fuji Bank & Trust	100	1991	5	8	100	Monroe Int.	—
ESB	70	1991	5	7 1/2	100	Yamaichi Int. (Eur)	—
ESB	65	2001	15	5 1/2	100	J. H. Schuler Wagg	—
CANADIAN DOLLARS							
Salle Mills (a)	150	1991	5	8 1/2	100	First Boston	8.474
Montreal Trust Comm.	75	1996	10	10 1/4	101 1/4	Orion Royal Bank	8.522
HONG KONG DOLLARS							
Citic (a)	400	1993	7	7 1/2	100	Paribas Asia	8.830
D-MARKS							
Rydt Int. T	80	1994	8	1 1/4	100	US Bank	1.750
Midland Int. T	200	1996	10	8 1/2	100	Visitors & Bankers	5.500
Danish Export Fin.	150	1991	5	5	100	Commerzbank	5.000
SWISS FRANCS							
Tuono Canton Corp.	100	1996	—	5 1/4	100 1/4	Chase M. Finance (Swiss)	5.715
Isabelle Glass	35	1991	—	1 1/4	100	Credit Suisse	1.250
Isabelle Glass	100	1992	—	1 1/4	100	Swiss Volksbank	1.125
American Eagle Int. B	30 max	1994	—	7 1/2	—	Chemical NY Cap. Mkt	4.875
Ford Credit Canada	115	1993	—	4 1/2	100	Credit Suisse	5.875
Carson Bank Harvey	250 max	2001	—	5 1/4	100	Credit Suisse	5.875
Eden Int. Finance	110	1996	—	3 1/4	100	Credit Suisse	3.875
City of Vienna	200	1996	—	4 1/4	—	Kreditbank (Swiss)	—
Walt Disney	107	1996	—	4 1/4	88 1/4	Credit Suisse	4.814
Japan Bus. C. Corp.	20	1991	—	—	100	Credit Suisse	5.000
Car-El Chemical	100	1992	—	1 1/4	—	SSC	—
Almogi Nylon	110	1991	—	—	—	SSC	—
FRANCIS FRANCS							
Banker (a)	800	1991	5	(a)	100	ECF	—
ECU							
Pharm. Cap. Hedge	40	1996	10	7 1/4	100	Europe Pacific	7.250
YEN							
ESB	200m	1996	10	8	87	SME	8.477
DANISH KRONER							
Skandinavisk For. Mkt	300	1991	5	10 1/4	100	Erskine Securities	10.250

* Not yet priced. † Fixed term. ** Private placement. ‡ Convertible. § Floating rate notes. ¶ With equity warrants. † With bond warrants. § Currency linked. (a) With gold warrants. (b) Launched on US domestic market. (c) Half-year issue linked to CAC index fixed at end of first year. Coupon 3 1/4% first year, 8% thereafter. (d) Equal to 100 (billion). (e) Unlisted. (f) 1/2 over 100 (billion). Issued in Asian dollar market. (g) Equal to 100 (billion). Notes: Yields are calculated on AMD basis.

Pharmacia to set up West Coast research subsidiary

BY SARA WEBB IN STOCKHOLM

PHARMACIA, the Swedish pharmaceuticals and biotechnology group, plans to set up a genetic engineering research and development subsidiary in La Jolla, California, early next year.

The project will cost an estimated \$5m to set up and run over the next three years, and will have a staff of 20 to 30. "We have many projects which would be well-served by a genetic technology company, and we would prefer to have our own research company instead of putting our research out on contract," said Mr Torsten Heltjens, vice-head of research at Pharmacia's diagnostics division.

The company plans to use genetic engineering to produce pharmaceuticals and the key components for its diagnostic kits, which are used, for example, in allergy testing.

Pharmacia is already involved in co-operative genetic technology projects. Since last year, Pharmacia has worked with the US company Chiron and the German company Gruenthal, on a recombinant DNA project. It has also worked with the US company Biotechnology General to develop strains of bacteria which produce high yields of lysozyme, the key component for Histon.

Cockerill to cut output for three days

By Our Financial Staff

Cockerill-Sambre, Belgium's troubled steelmaker, has partially stopped production for three days and laid off 7,000 workers for the period in a move to cut costs. The group, which had a net loss of Bfr 6bn (\$141.5m) last year, recently announced a restructuring plan involving job cuts and other measures.

The three-day lay off of 7,000 workers — half the group workforce — is intended to cut costs and prevent the group being forced to sell semi-finished products at lower than normal prices.

Austrian Government to float shares in OMV

BY PATRICK BLUM IN VIENNA

SHARES in OMV, Austria's state-owned oil and gas group, are to be offered to the public early next year, as part of Austrian government plans to restructure the nationalised industries.

OMV has been making regular profits and it is one of the star performers among Austria's troubled nationalised industries, but it suffered last year from the sharp decline in oil prices. Its earnings before tax and allocations fell by more than 40 per cent to Sch 1.017bn (\$70m) on an increased turnover of Sch 61.67bn.

NEW ISSUE

This notice having been filed, this announcement appears as a matter of record only.

SEPTEMBER 1986

U.S. \$200,000,000



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New Issue

This announcement appears as a matter of record only.

September, 1986

South Africa's economy

A brain drain threat to the future

By Jim Jones and Christian Tyler

IN THE space of a few months last year, a fifth of South Africa's actuaries—mostly the younger ones—left the country. That exodus, says Prudential Assurance, was one reason for reversing its business strategy and merging its specialist South African subsidiary with the local financial conglomerate, Liberty Life.

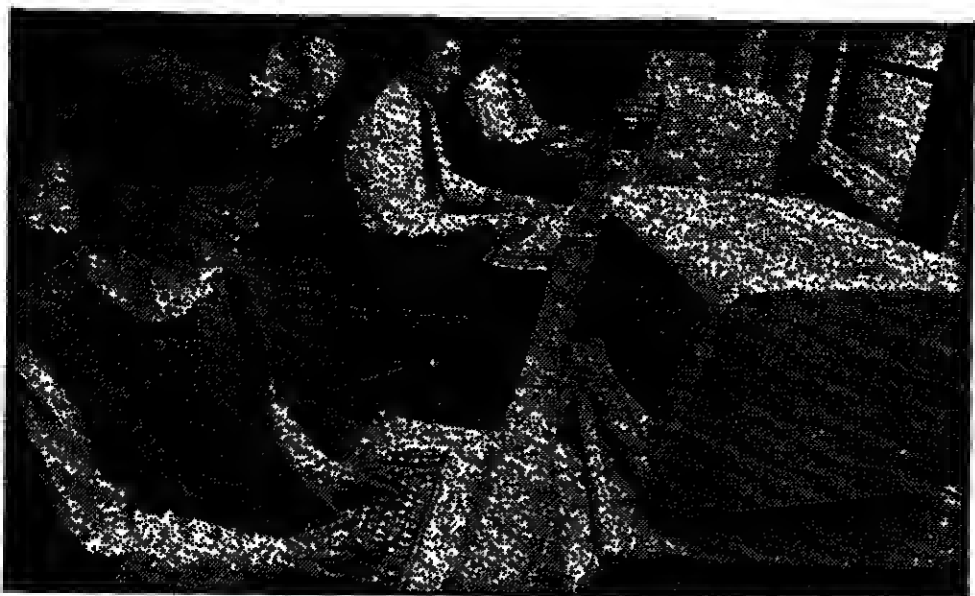
The Pru's London managers, who had for years turned down merger approaches for the South African operation, decided to take cover before the brain drain hit their small team. "It was a frightening statistic," says Mr Brian McBurnet, managing director of the Prudential's international division. "There was the risk that if we lost one or two key guys, we would come unstuck."

"We had been sending people from the UK over the years and many had delightful experiences out there. At the moment it's that much more difficult to ask someone if he would like to have a three or four-year stint in South Africa."

Wittingly or not, the Pru has put its finger on what promises to be South Africa's next stumbling block. The economy is showing preliminary signs of moving ahead, despite being hobbled by foreign banks' refusal to renew loan facilities. Many businessmen, however, fear that recovery could be choked by skills shortages which have been exacerbated by emigration during the past year. Above all, they fear that the types of skills being lost are those needed to ensure that the whole of South Africa does not slip back into the embrace of the Third World.

Emigration shows no signs of easing. During the first six months of this year 3,647 immigrants entered South Africa, less than a third of the 11,250 who came to the country in the first half of 1985. On the other hand, officially-recorded emigration totalled 7,189 in the first half of the year against 5,006 in last year's first six months.

The most acute shortages are of computer personnel, accountants and financial analysts, production engineers and instrument mechanics. On the other hand, there are no shortages of more traditional skills. The South African mining industry still has no difficulty attracting geologists and mining engineers from abroad even though some young graduates are concerned about possible compulsory military service obligations.



Electronic banking: progress in South Africa is being held up by skill shortages

An interpretation of this is that South Africa can attract skills which are in declining demand elsewhere, but cannot attract people with skills which are readily marketable in other countries.

An argument frequently proffered is that blacks should be trained and encouraged to fill jobs currently largely held by whites. Many large firms have black advancement and development programmes, but there remain a multitude of stumbling blocks. Mr Gavin Kelly, the chairman of Anglo American, recently admitted to business's failure to develop significant numbers of black directors. He said this was due to business's own attitudes and not simply because of apartheid.

Mr Kelly might just as well have used the words "racial prejudice" as the word "attitudes." Despite liberal pronouncements by many white business leaders, there is a growing hardening of white attitudes against black advancement. Many white managers, who want to protect their own jobs during the country's worst recession in half a century, are asking why they should help aspirant black managers who are hobbled by the inferior education provided by apartheid.

No white employee will admit to it, but it is clear that white businessmen are increasingly reluctant to appoint blacks

to responsible jobs. According to Mr Andrew Levy, an independent industrial relations consultant, senior managers are fearful of the susceptibility of blacks in responsible positions to political pressure or industrial action.

All of this is made much worse by the fact that while South Africa cannot attract sufficient people with internationally marketable skills, it is also suffering from emigration of the people it does train. Newly-qualified chartered accountants are "making the gap" in growing numbers, though their departures are frequently overlooked by government statisticians. One senior accountant maintains that dozens of newly-qualified colleagues are leaving with little more than the clothes on their backs, ostensibly as tourists, but in reality to look for work abroad.

The Government itself is not helping the private sector. It has drafted dozens of young accountants into the offices of the Inland Revenue as an alternative to two years' compulsory military service. On the whole these draftees do not object—they do not risk being killed or maimed in Angola or South Africa's own black townships and they gain valuable tax experience which, ironically, is a skill much in demand abroad.

The universities' ability to increase their output of accountants is hampered by their own staff shortage. At the

University of the Witwatersrand, for example, all five of the chairs of accounting are vacant and the accountancy department is headed by associate professors. Next year the university is planning to hold first-year accounting classes which are 300 strong. Almost inevitably, qualified accountants fear, standards are bound to decline. Emigration is not confined to accountants and computer experts. Professor Andie Andrews, the principal of the University of Witwatersrand's Graduate School of Business, says that half of his graduates have either emigrated or are considering emigration.

While the recession persists, businesses are not suffering too badly from shortages of skilled personnel. But as Mr Levy sees it, either way South Africa is facing a serious skills crunch. If the economy remains depressed, people who can will take their skills to other countries, while if the economy advances, shortages of skills will develop quickly.

More alarming, however, was the unofficial view of a systems expert working in the information processing division of one of South Africa's major banks. He believes that his company is reluctant to develop new financial products because of fears that the technology and skills needed to provide them will not be available to South Africa three years from now. Worries over the availability

of new technology, he says, are already prompting skilled computer personnel to leave the country. These are precisely the people who would operate the increasingly sophisticated computer and information systems needed by the financial services sector.

On a similar tack, a director of one of South Africa's leading packaging firms fears that specific skills shortages could cripple his company within five years. Imported equipment has been rendered prohibitively expensive by the rand's collapse. But the alternative of modifying or modernising existing equipment is not feasible because too few instrument technicians are available.

From the point of view of potential skilled immigrants to South Africa, the pressures to stay away continue to mount. Business magazines say the press and television coverage of the troubles—more extensive in Britain than elsewhere in Europe—has done most to change attitudes, especially among those with young families.

In the past few years, the number of British citizens emigrating permanently to South Africa has plummeted: there were nearly 11,000 in 1983, over 9,000 in 1984, but fewer than 3,200 last year.

For most UK companies with South African interests, however, the problem is a local one. Subsidiaries are these days mostly staffed by managers recruited on the spot and run as autonomous profit centres. Headhunters from the US and Australia have also been busy luring the more mobile professionals away from South Africa: not only actuaries, but data processing people, financial controllers, personnel managers, engineers.

Another executive search company, Hay MSL, confirms that there are plenty of inquiries from people in South Africa who want to leave, but very little attempt these days by private or state companies in the Republic to seek recruits in the UK.

The impact of troubles in South Africa on managers' perceptions is much greater now than during the Soweto riots 10 years ago, according to another headhunter. Mr Brian Hodges, partner of TASA International which has been operating in the Republic for 15 years, "There was just a hiccup for Soweto. But it has been very difficult recently," he says.

Some market makers may not make it

FROM TODAY the Stock Exchange's jobbers, or market makers as they will be described in future, will be allowed to make markets "upstairs" in their trading rooms, as well as downstairs on the traditional trading floor if that is where the action is.

Several firms seem undecided about exactly where their top traders should be. The wags are suggesting that quite a lot of jobbing could be done in the lift.

The traders will have four weeks to settle themselves into their new quarters before the real action will begin. SBAQ, the Stock Exchange automated quotations system, will then go live, the traders will be continually re-keying their quotes, and the Chinese walls between them and their firms' salesmen and analysts will tumble down.

These are exciting times, and the market makers seem to be a pretty apprehensive lot. The surfeit of gilt-edged market-makers has been discussed for well over a year, but only in the past three months or so has the degree of overcapacity in equities become fully apparent.

It looks as though about 40 firms will be registered for Big Bang day, and although some of those will only be small-scale specialists, there could be between 20 and 30 reasonably ambitious market makers in some of the top-grade alpha stocks.

No wonder that there is a good deal of last-minute nervousness about the precise coverage of some of the market makers—leading, for instance, to last week's deal between Alexander Leung & Crutchshank and Warburg's market making arm, whereby Warburg will do the market making in investment trusts for both firms.

On October 27 the market makers who wish to become the big players in the new conditions will have to start showing what they are made of. The new market will definitely not be a place for the faint-hearted. Those who decline to make competitive markets in size will rapidly find themselves sidelined.

Although the new market is sometimes a little misleadingly described as electronic, it should be realised that the quotes on SBAQ will only be a starting point for the institutional trade. Firm prices must be put up for alphas and betas, but only for a minimum of 1,000 shares (and most screen quotes are expected to be in this minimum size, at least to begin with).

The real question, therefore,



will not be the starter for 1,000, but the subsequent telephone inquiry for a price in 50,000 or 100,000. In the early days of the market the agency brokers and the big institutions that wish to deal directly with the market makers will be trying to find out where the market is. First impressions could be important.

It could work the other way round, too. Traders, and the sales traders who will be working closely with them, will not want their time to be tied up with small brokers or institutional dealers hawking inconsequential orders around the market.

Modern screen-based communications systems make it plain where a call is coming from before it is connected. Anonymous rings are out of date; today, lights flash against names. Traders will soon learn, if they do not know already, which calls are worth accepting. The small business will be pushed to other market makers, perhaps on the floor of the exchange.

Traders will also need to establish relationships with other market makers. There is talk of the need for trust, which the participants insist is simply a matter of helping each other out in the interests of an orderly market.

In fact, there are suggestions that fairly formal groups of market makers might be formed. At the other extreme, the over-competitive firms which kick the others when they are down will no doubt get reciprocal treatment when it is their turn.

To aid liquidity, there will also be the existing stock borrowing system operated by an increased number of Stock Exchange money brokers, and several firms of equity inter-dealer brokers—able to arrange anonymous trading in a market restricted to the market makers—are being set up.

The most reliable line of defence for a trader with a big position to get rid of will, how-

ever, be his in-house distribution arm. It is expected that firms will tend to be boldest in the stocks where their traders are confident that the salesmen know the big international buyers and sellers.

A prerequisite for that is likely to be that the firm's research department must have a high rating in the sector. This is one reason why research, sales and market making will all tend to go together.

The trading desk will not be confined to continuous price making, however. It will be available to take on occasional major transactions—bought deals in the primary market and block trades in the secondary market.

Then there are the various fancy exercises collectively known as "programme" trading, which may include bidding for unwanted institutional portfolios before breaking them up, or restructuring portfolios on index-matching or other lines.

Much of this kind of activity will be concentrated in the leading stocks—the Footsie 100 if not the alpha list of 60 or so. But what about the smaller betas and gammas? There are widely differing views. Some argue that the second liners will be plagued by illiquidity, others that it will be only in the smaller stocks that the market makers can hope to make any money.

Some of the stories about a growing threat to the market-ability of small company stocks seem to be misguided. In practice, liquidity in many of these securities is already very poor. However, the old unwritten rule that at least two jobbers would put every stock on their lists is being rethought. The new pattern in many cases is that the company broker, the "shop," is setting up as a market maker. This you can either argue to be a logical extension of the service or a dangerous, further multiplication of conflicts of interest.

But if there could be illiquidity in the gammas, it is in the alphas, which account for well over half the volume of trading in the market, that the blood will flow. Mr Paul Nield, head of equities at Phillips & Drew, has forecast that there will only be five or six major equity market makers after a year or two.

If that is so, it would represent a much bigger shake-out than has ever been suggested even in the notoriously overpopulated new gilt-edged market.

By Barry Riley

BRITISH NUCLEAR FUELS PLC

THE YEAR IN REVIEW

66 I have one immediate objective for the group, to combine business success with public acceptability. 99

CHRISTOPHER HARDING, CHAIRMAN

A review of the Company's performance and prospects by new Chairman Christopher Harding.

British Nuclear Fuels saw turnover increase by some 15% to £629M, with home sales improving by over 21% to £507M. Exports stood at £122M, only 5% lower than the record level set in 1985, while investment rose from £367M to £446M in 1986.

Despite an increase in turnover of £84M, the pre-tax profit is down to £44M from £68M last year and the dividend is lowered to £8.2M.

There were two main reasons for the downturn. Additional provisions were needed for the cost of encapsulating, storing and disposing of waste and for improvements in effluent treatment facilities. The new Fuel Handling Plant has taken longer than expected to come up to the desired production levels. It was one of the biggest and most complex construction projects ever undertaken at Sellafield and commissioning operations have reflected its complexity.

FINANCIAL DIGEST

	1986	1985
£M	£M	
TURNOVER	629	545
EXPORTS	122	128
PROFIT BEFORE TAX	44	68
PROFIT AFTER TAX	34	54
DIVIDEND	8.2	16.3
INVESTMENT	446	367
NUMBER OF EMPLOYEES	16,285	15,678

"On construction and research and development we shall be spending over £1M every day for the next ten years."

The commissioning of SIXEP—The Site Ion Exchange Effluent Plant—has halved low level radioactive effluent discharges at Sellafield. Our

aim is to bring these levels down to as near zero as makes no difference. To achieve this, new plants have already been approved which are due to come on stream in the early 1990's.

"Our investment programme and healthy order book provide jobs for 16,000 people and underwrite the jobs of some 50,000 more."

Our business prospects look extremely encouraging. We recently signed contracts with the Central Electricity Generating Board and the South of Scotland Electricity Board, to undertake reprocessing work in the Thermal Oxide Reprocessing Plant—THORP—when it is commissioned in the next decade. These contracts, together with those already signed by overseas customers are worth over £4,000M during the first ten years of the plant's operation.

"It must be emphasised, that no cost reductions will be made at the expense of safety. Indeed, we do not have a business unless we have a safe business."

The public quite rightly expects us to meet the tightest safety and environmental standards, even more stringent than in other industries. We accept that. The public also expects nuclear power to remain competitive. So we must look for constant improvements in our operations.

The public needs to know all about us. That is the reason we have initiated an advertising campaign which invites people to see Sellafield for themselves. In doing this we are pursuing our aim of not only being open, but of being seen to be open.

"Chernobyl—there are lessons we can all learn."

Even though Chernobyl-type reactors would not be allowed to

operate in this country and though the BNFL Group itself is a relatively minor reactor operator, we are obviously keen to find out what went wrong and to share the knowledge gained on the effects of radiation.

"We can meet the nation's need for inexpensive electricity without exhausting our reserves of fossil fuel."

The demand for energy is expected to increase by 2 per cent per annum to meet the needs of an expanding world population. At that rate the probable reserves of oil and gas will run out sometime around the middle of the next century, while the world's coal is estimated to run out not much later. Renewable energy sources are expected to meet only a small fraction of the world's requirements.

By contrast there is an almost limitless supply of uranium. Consequently nuclear energy will continue to be in demand. The importance of cheap nuclear-powered electricity to Britain cannot be understated. But we have to take the public with us. We must make every effort to inform them that this industry has integrity, is safe, efficient and beneficial.

Send for your free copy of our annual report and accounts to:
British Nuclear Fuels plc,
Information Services, Risley, Warrington,
Cheshire WA3 6AS.

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LONDON RECENT ISSUES

Table with 10 columns: Issue, Price, Change, etc. Includes sections for EQUITIES and FIXED INTEREST STOCKS.

Table with 10 columns: Issue, Price, Change, etc. Includes section for "RIGHTS" OFFERS.

Remuneration data usually last day for dealing free of stamp duty. A. Annual dividend. F. Figures based on prospectus estimates. D. Dividend rate paid or payable on part of contract, cover based on dividend on full contract. E. Estimated annual dividend. H. Dividend and yield based on prospectus or other official estimates for 1987. I. Estimated annual dividend, cover and yield based on latest annual earnings. J. Forward annual dividend, cover and yield based on prospectus or other official estimates. W. P. Form 1986. L. Dividend cover based on latest annual earnings. P. Dividend cover based on latest annual earnings. R. Dividend cover based on latest annual earnings. S. Dividend cover based on latest annual earnings. T. Dividend cover based on latest annual earnings. U. Dividend cover based on latest annual earnings. V. Dividend cover based on latest annual earnings. W. Dividend cover based on latest annual earnings. X. Dividend cover based on latest annual earnings. Y. Dividend cover based on latest annual earnings. Z. Dividend cover based on latest annual earnings.

FINANCIAL TIMES SURVEY
The Financial Times proposes to publish an
EXPORT SERVICES SURVEY
on November 17, 1986

The following subjects will be covered:

1. Introduction
2. Government Support
British Overseas Trade Board
Exporters Credit Guarantee Department
The Foreign Office
Trade Advisory Committees
Aid and Trade
3. The Private Sector
The Banks
The Private Export Insurance Market
Chambers of Commerce
The British Invisible Exports Council
4. The Language Problem
5. Trade Fairs and Exhibitions

All editorial comment should be addressed to the Survey Editor. A full editorial synopsis and information about advertising can be obtained from Robin Ashworth, Tel: 01-246 8000, ext. 3565, or your usual Financial Times representative.

EUROPE'S BUSINESS NEWSPAPER

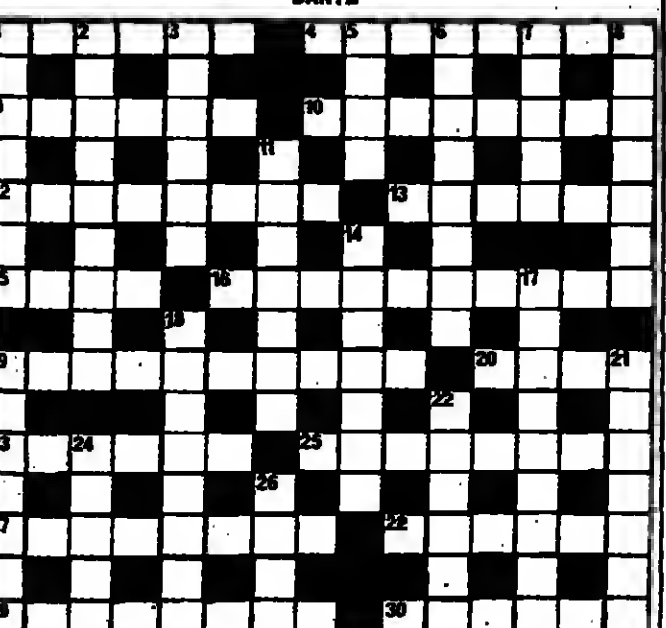
FINANCIAL TIMES SURVEYS
'85 PROGRAMME

For the first time, the Financial Times has documented the surveys which were published in 1985, chronologically and alphabetically, in an easy-to-use format. The '85 Surveys Programme booklet is free to readers of the Financial Times.

To obtain a copy and a stamped-addressed envelope, size 22 cms x 11 cms, for:

'85 Surveys Programme, Publicity Department,
Financial Times, Bankers House,
10 Cannon Street, London, EC4A 3DF.

FT CROSSWORD PUZZLE No. 6,137



- ACROSS**
- 1 Pub's bill for wine (6)
 - 2 Supporter leaped exultantly about the street (8)
 - 3 Acted evasively, being naturally guarded (6)
 - 4 The sort of speech that gets reported (5)
 - 5 Hands and feet, for example (3)
 - 6 Rush into a job for life (6)
 - 7 Bias shown by the team (4)
 - 8 Generally helpful, he has the odd idea to abscond (4-3-4)
 - 9 Finished full of wrath and in jeopardy (10)
 - 10 Beheaded, it would be even more venomous (4)
 - 11 I'm taking a certain attitude for tax (6)
 - 12 This ruler won't give an inch (3)
 - 13 Be patronising in speech and overbearing in argument (4, 4)
 - 14 Threaten one politician with death (6)
 - 15 They may give me a lord's estates (5)
 - 16 Divert expedition around summit (6)
- DOWN**
- 1 Place the poor actor bleats about (7)
 - 2 Obviously guilty, with a fistful of diamonds! (3-6)
 - 3 Drive to a meeting place? (6)
 - 4 A mis-shapen nose ages (4)
 - 5 Times are changing for Arab states (6)
 - 6 The main idea of work, perhaps (5)
 - 7 Goes flat out arranging agencies to rent (4, 3)
 - 8 Bow with hand over (7)
 - 9 Retribution seems in order (7)
 - 10 Possibly meant to go round some accommodation (9)
 - 11 Blasted team and what may be done about it (3-5)
 - 12 Letter that is spelt badly (7)
 - 13 Knock up a note before ten? It can be true (7)
 - 14 Snooker on the green? (6)
 - 15 Manufactured pearl is not so lustrous (5)
 - 16 In tennis Wimbledon is one way to make sporting progress (4)
- The solution to last Saturday's prize puzzle will be published with names of winners next Saturday.

AUTHORISED
UNIT TRUSTS

Table listing various unit trusts and their managers, including Abbey Unit Trust, Abbey Fund, Abbey Income, etc.

FT UNIT TRUST INFORMATION SERVICE

Large table listing numerous unit trusts and their managers, including Abbey Unit Trust, Abbey Fund, Abbey Income, etc.

Scottish Unit Managers

Table listing Scottish unit trusts and their managers, including Scottish Unit Managers, Scottish Unit Managers, etc.

Provincial Life Assurance Co Ltd		Schroder Life Assurance Ltd-Contd	
222 Esplanade, London EC2	01-247 6333	Japan Smk Co's	227.0
Managed Fd	453.5	Managed	378.3
Cash Fd	297.1	Property	308.2
Property Fd	718.2	Structured Property	100.2
Equity Fd	481.1	UK Funds	302.6

April 1945

Schwabert Mgmt Services (Jersey) Ltd	Warbury Investment Management Jersey Ltd
PO Box 196, St Helier, Jersey	39-43 Broad St, St Helier, Jersey, CI
Schwabert Money Funds Ltd	0234 7471
Equity	1.00
US\$	1.00
D-Mkt	1.00
Fixed Income	1.00

[illegible]

3000 Capital Fund	49.2	4.95
3000 Income Fund	84.2	86.5
500 Bond	220.71	220.71

Securities Selection Ltd
 10000 Highway, St. Peter Port, Guernsey

Money Market Trust Funds

[illegible]

Telco Yr Sept 1	\$14.75		2.00
Standard			
S 10% 40 Syndicate 8-23 62 70			
International Inc.	\$9.25	9.80	1.59

[illegible]

REGIONAL & IRISH STOCKS				
The following is a selection of Irish stocks, the latter quoted in Irish coin				
Almshouse 20s	50	Lis. 13% 97/02	6100/4	
Cash & Range 21	43 1/2	CPJ Index	290 1/2	
Bank of Ireland 20s	48	CPJ Index	290 1/2	
Bank of Ireland 20s	820	Current	120	
Bank of Ireland 20s	73	Debtless Ex.	30	
IRISH		Hold (Ir. & F.)	10	
Flax 111/16 1980	1000	Irish Indus.	251	
Flax 94 1/2 1980	296 1/4	Irish Royalties	251	

Moët-Hennessy

Reports 11% increase in 1986 first half pre-tax results

September 17, 1986—Moët-Hennessy today announced pre-tax income for the six months ended June 30, 1986 of \$15 million French francs, an increase of 11.1 percent over comparable 1985 first half results. This significant increase was achieved despite virtually unchanged net sales of 3,383 million French francs. The improvement in pre-tax income was due partly to reduced interest expense and prudent foreign currency hedging which reduced the impact of the dollar decline. When converted to U.S. dollars at the June 30, 1986 rate of 7.01 French francs to the dollar, first half results translate to sales of \$482.6 million and pre-tax income of \$2.14 million.

In the champagne and wine segment, pre-tax income increased 20 percent to 286 million French francs as a result of strong export demand. Volume estimates for the next harvest are good. This will allow more freedom in the champagne shipping policy in the next few months while replenishing inventories. Domaine Chandon reinforced its market position during the first months of the year due to more favourable U.S. market conditions.

The cognac and spirits segment reported pre-tax income of 286 million French francs, a decline of 2.8 percent from the comparable period last year. This decline was largely the result of the dollar decline and the weak economic conditions which prevailed in South-East Asia. However, continued sales growth in Japan and the strong yen partly offset these negative factors.

In the perfumery and beauty products segment, pre-tax income was 92 million French francs, an increase of 12.3 percent over last year's first half results. The worldwide success of "Poison" enabled Parfums Christian Dior to achieve these satisfying results. The introduction of "Poison" in the United States and the launch of other new potential products should further sustain growth in the second half of the year. Costs relating to the introduction of "Poison" in new markets in the spring and the restructuring of "Roc" were recognized entirely in the first half of the year.

In the horticulture segment, Armstrong reduced its losses from 24 to 7 million French francs, thus continuing its recovery. Delbard results showed strong growth over the last 12 months. Because Moët-Hennessy increased its participation in Delbard to 66 percent as of July 1, 1986, these results will start being consolidated in the second half of the year.

Current estimates for 1986 results remain in line with initial projections.

ROSS

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NOTICE OF REDEMPTION

HUDSON BAY COMPANY

18% Notes due 1987

NOTICE IS HEREBY GIVEN that Hudson's Bay Company intends to redeem and hereby calls for redemption on November 1, 1986 all of its 18% Notes due 1987, of which Cdn. \$60,000,000 are outstanding at the date hereof, at the redemption price of 100% of the principal amount of each Note (Cdn. \$1,000 per Note) together with accrued interest from November 1, 1985 to, but excluding, November 1, 1986 (Cdn. \$180 per Note), for a total redemption price of Cdn. \$1,180 per Note. Payment of the redemption price will be made upon presentment and surrender of the Notes and coupons F-5 and F-6 at any of the following paying agencies:

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Toronto, Canada M5L 1A2
CANADIAN IMPERIAL BANK OF COMMERCE
Bockenheimer Landstrasse 51-53
D-6000 Frankfurt am Main
Federal Republic of Germany
MORGAN GUARANTY TRUST COMPANY OF NEW YORK
Avenue des Arts 35
B-1040 Brussels, Belgium

CANADIAN IMPERIAL BANK OF COMMERCE
55 Bishopsgate
London EC2N 3NN, England
BANQUE GENERALE DU LUXEMBOURG, S.A.
14, Rue Aldringen
Luxembourg
UNION BANK OF SWITZERLAND
Bahnhofstrasse 45
CH-8021 Zurich
Switzerland

A deduction of Cdn. \$180 will be made from the redemption price for each of the above-mentioned coupons not surrendered with the Note. Interest will cease to accrue on the Notes from and after November 1, 1986.
September 27, 1986 HUDSON'S BAY COMPANY

KEMPER CURRENCY, INC.,

a wholly-owned subsidiary of

KEMPER CORPORATION,

announces the election of

David H. Arbesman

President and Chief Executive Officer

110 Wall Street
New York, NY 10005

FINANCIAL DIARY

COMPANY MEETINGS

Monday, September 22
Harris Corp. 10:00 a.m.
Harris Corp. 10:00 a.m.
Harris Corp. 10:00 a.m.

BOARD MEETINGS

Monday, September 22
Harris Corp. 10:00 a.m.
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DIVIDEND & INTEREST PAYMENTS

Monday, September 22
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<p>Special Subscription</p> <p>HAND DELIVERY SERVICE</p> <p>of the</p> <p>FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER</p> <p>in</p> <p>SPAIN & PORTUGAL</p> <p>You can obtain your subscription copy of the Financial Times, personally hand-delivered to your office in the centre of the cities indicated, for further details contact:</p> <p>John Rolley Financial Times (Europe) Ltd Guilletsstrasse 54 6000 Frankfurt/Main 1 West Germany Tel: 75960 Telex: 416193</p> 	<p>Special Subscription</p> <p>HAND DELIVERY SERVICE</p> <p>of the</p> <p>FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER</p> <p>in</p> <p>SWITZERLAND</p> <p>You can obtain your subscription copy of the Financial Times, personally hand-delivered to your office in the centre of the cities indicated, for further details contact:</p> <p>Peter Lancaster Financial Times (Switzerland) Ltd 15 Rue du Candrier 1201 Geneva 1 Switzerland Tel: 311603/4 Telex: 22589</p> 
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Closing prices, September 28

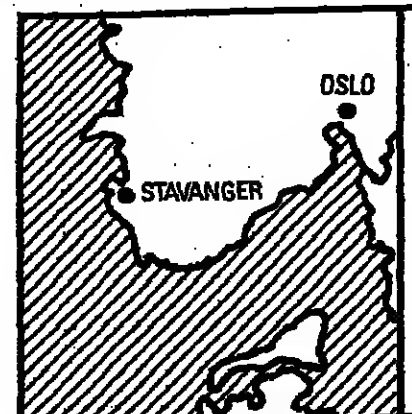
Continued on Page 33

Stock	Sales (thous)	High	Low	Last	Chng	Stock	P/E	High	Low	Last	Chng	Stock	Sales (thous)	High	Low	Last	Chng	Stock	Sales (thous)	High	Low	Last	Chng		
ACORN	104	6	5			D D						Instep	16	11	7	7	7	+	R R						
ACQI 120	83	12	12	12	-	DW	106	191	2	2	+	Instep	25	18	14	14	+	Ragan	12	19	18	20	20	+	
Acting	62	2593	36			Demo	112	116	13	13	+	Instep	7	30	10	10	+	Reagan	72	81	88	103	103	+	
Adm	2	2	2	2	+	Demo	16	16	16	16	+	Instep	11	17	15	15	+	Reagan	21	21	21	21	21	+	
Adm	86	18	30	18	104	+	DevCo	10	12	12	12	+	Instep	11	17	15	15	+	Reagan	8	25	103	101	101	-
Adm	44	51	30	30	+	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	32	17	16	16	16	+	
Adm	6	7	7	7	+	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	16	4	20	20	20	+	
Alphain	117	76	7	7	7	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	16	4	20	20	20	+	
Alphain	117	76	7	7	7	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	16	4	20	20	20	+	
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Alphain	117	76	7	7	7	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	16	4	20	20	20	+	
Alphain	117	76	7	7	7	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	16	4	20	20	20	+	
Alphain	117	76	7	7	7	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	16	4	20	20	20	+	
Alphain	117	76	7	7	7	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	16	4	20	20	20	+	
Alphain	117	76	7	7	7	DevCo	12	12	12	12	+	Instep	76	3	3	3	+	Reagan	16	4	20	20			

Nasdaq national market, closing prices, September 26

Stock	Sales	High	Low	Last	Chg	Stock	Sales	High	Low	Last	Chg	Stock	Sales	High	Low	Last	Chg	Stock	Sales	High	Low	Last	Chg	
ADDX	17 108	18	12	13	-	CHQM	27 178	7	7	7	7	FLTR	44	18 164	14	14	14	+	LUFT	385	100	100	100	+
AEL	14 368	11	10	10	+	CHQM	76 180	30	29	29	29	FLTR	44	18 164	14	14	14	+	LUFT	385	100	100	100	+
AMC	18 160	18	10	10	+	CHQM	76 180	30	29	29	29	FLTR	44	18 164	14	14	14	+	LUFT	385	100	100	100	+
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CURRENCIES, MONEY & CAPITAL MARKETS

FOREIGN EXCHANGES

Sterling looks for relief from abroad

GILTS WILL start better tomorrow, said a dealer at Scrimgeour Wickers on Wednesday night. He was right, but by the end of the day not even the support offered by a more optimistic US Treasury bond market could sustain prices, and gilts finished up to 1/4 point lower on Thursday, following even larger losses on Wednesday.

The reason was the slide in the value of sterling, amid growing fears that the pound's fall from favour would not easily be reversed. Sterling's weakness was not the result of any one factor but suffered from a series of events which made it the obvious candidate for selling at a time of continued demand for the D-Mark.

It was no great surprise when

the West German Bundesbank decided to leave interest rates unchanged at Thursday's council meeting. The market had been clutching at straws in hoping sterling would be granted a breathing space by a cut in the 3.5 per cent West German discount rate, but while there was a chance, pressure on the pound was temporarily suspended.

A change of plan by Mr Karl Otto Poehl, president of the Bundesbank, who had originally intended to be on his way to the gathering of central bankers and finance ministers in Washington, was the Bundesbank council met, raised hopes West Germany might be about to ease credit policy. This was something of a

faint hope, however, as it always seemed most likely that Mr Poehl had delayed his departure to Washington to brief council members on the Glenside meeting of EEC officials the previous weekend, and to gain acceptance for West Germany's position at the Washington meetings.

There was little point in Mr Poehl arriving in Washington already playing his strongest card, in what would obviously be difficult negotiations on exchange rates and monetary policy.

The US has for some time been asking West Germany and Japan to cut interest rates and stimulate growth to help cut the US trade deficit, contrasting the US problem with the large surpluses being

run by these two countries. On the other hand West German and Japanese officials could point to the failure of the US to reduce its budget deficit and to their own domestic problems, including above target money supply. Figures released last week also suggested the strength of the D-Mark and yen were turning the trade position against West Germany and Japan. West German visible trade remained comfortably in surplus in August, but narrowed to DM 8.5bn from PM 10.9bn in July, while exports stagnated and imports rose.

Japan's industrial production index fell 2.4 per cent in August, the sharpest decline since October 1982. During the same month

the value of exports of Japan's 13 leading trading houses fell 13.7 per cent, although this figure was confusing, because it was quoted in terms of the yen. Because of the strength of the Japanese currency exports in yen fell 30.1 per cent from a year earlier, the seventh successive monthly year-on-year drop, but on a dollar basis exports in August were up 7.7 per cent from the same time last year.

This seems to be a classic example of figures being open to any interpretation, and would obviously be looked at very differently by Tokyo and Washington.

In nervous trading ahead of the Washington meetings the dollar moved back above DM 2.00, and

pressure increased on sterling. The market was very disappointed with this figure was confusing, because it was quoted in terms of the yen. Because of the strength of the Japanese currency exports in yen fell 30.1 per cent from a year earlier, the seventh successive monthly year-on-year drop, but on a dollar basis exports in August were up 7.7 per cent from the same time last year.

This seems to be a classic example of figures being open to any interpretation, and would obviously be looked at very differently by Tokyo and Washington.

In nervous trading ahead of the Washington meetings the dollar moved back above DM 2.00, and

£ IN NEW YORK

Sept. 26	Close	Previous
1 month	1.4340-1.4370	1.4340-1.4350
3 months	1.4370-1.4400	1.4370-1.4400
6 months	1.4400-1.4430	1.4400-1.4430
12 months	1.4430-1.4460	1.4430-1.4460

Forward premiums and discounts apply to the U.S. dollar.

STERLING INDEX

Sept. 26	Close	Previous
8.30 am	68.7	68.4
10.00 am	68.7	68.4
11.00 am	68.7	68.4
12.00 pm	68.7	68.4
1.00 pm	68.7	68.4
2.00 pm	68.7	68.4
3.00 pm	68.7	68.4
4.00 pm	68.7	68.4

CURRENCY MOVEMENTS

September 26	Bank of England	Morgan Guaranty
US Dollar	68.7	68.4
Canadian Dollar	110.7	110.4
Australian Dollar	111.5	111.2
Belgian Franc	68.7	68.4
Dutch Guilder	68.7	68.4
French Franc	68.7	68.4
German Mark	140.4	140.1
Italian Lira	129.9	129.6
Japanese Yen	68.7	68.4
Swiss Franc	68.7	68.4
Yen	217.7	217.4

Morgan Guaranty changes: average 1980-1982-1983 Bank of England index (Base average 1978-1980).

CURRENCY RATES

Sept. 26	Bank rate	Special	European	Currency
US Dollar	6.84778	6.84778		
US Dollar	1.2071	1.2071		
Canadian Dollar	0.65	0.65		
Australian Dollar	0.65	0.65		
Belgian Franc	0.001	0.001		
Dutch Guilder	0.001	0.001		
French Franc	0.001	0.001		
German Mark	0.001	0.001		
Italian Lira	0.001	0.001		
Japanese Yen	0.001	0.001		
Swiss Franc	0.001	0.001		
Yen	0.001	0.001		

* C&S/R rate for Sept. 26: N/A

OTHER CURRENCIES

Sept. 26	Close	Previous
Argentine	1.5795-1.5820	1.5795-1.5820
Australia	2.2790-2.2830	2.2790-2.2830
Brunei	1.0000-1.0000	1.0000-1.0000
Canada	1.2071-1.2071	1.2071-1.2071
France	6.84778-6.84778	6.84778-6.84778
Germany	1.4340-1.4370	1.4340-1.4370
Italy	1.4400-1.4430	1.4400-1.4430
Japan	1.4430-1.4460	1.4430-1.4460
South Korea	1.4460-1.4490	1.4460-1.4490
Spain	1.4490-1.4520	1.4490-1.4520
Sweden	1.4520-1.4550	1.4520-1.4550
Switzerland	1.4550-1.4580	1.4550-1.4580
UK	1.4580-1.4610	1.4580-1.4610
US	1.4610-1.4640	1.4610-1.4640
West Germany	1.4640-1.4670	1.4640-1.4670
Yugoslavia	1.4670-1.4700	1.4670-1.4700

* Selling rate.

FORWARD RATES

Sept. 26	1	3	6	12
US Dollar	1.4370	1.4370	1.4370	1.4370
French Fr.	2.2820	2.2820	2.2820	2.2820
Swiss Fr.	2.2820	2.2820	2.2820	2.2820
Yen	221.75	221.75	221.75	221.75

MONEY MARKETS

Clearing the decks as fears grow

IT WAS a week that most dealers in London's financial markets will want to forget. A dealer at one of the largest traders on the London International Financial Futures Exchange said "I doubt whether anyone has made any large profits in this market lately," as rumors circulated about some large losses, particularly involving one US based trader.

Another dealer on Liffe commented "This has been a sad day for gilts." He was speaking on Thursday when the market fell to sustain early gains, and FT LONDON INTERBANK FIGING

fell sharply for the second day running, as disappointment at the record UK trade deficit combined with the failure of the West German Bundesbank to change interest rates to push sterling down to a record low.

In the general mood of despondency dealers in London began to look ahead to the mid-September UK money supply figures. Forecasts were not very encouraging and it is generally expected the figures on October 7 will show another large rise in the money supply by 2.5 per cent, which would be about dou-

ble the August rise. A week round, record trade deficit, and fears about rising money supply growth, were not a recipe for confidence. The discount houses provide a good barometer of conditions on London's financial markets. The houses try to hold on to bills at times when interest rates are expected to fall, but wish to sell as much paper as possible when it is feared that rates will rise.

Last week the houses were more than happy to sell bills to the Bank of England, in an attempt to clear the decks for

NEW YORK (Lunchtime) Prime rate 7 1/2% Treasury Bills (Lunchtime) One month 5 1/2% Three month 5 3/4% Six month 5 7/8% One year 6 1/4%

Sept. 26 One month 5 1/2% Three month 5 3/4% Six month 5 7/8% One year 6 1/4%

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of worsening conditions. On Friday a 10-day credit shortage of £700m was forecast in the morning. The Bank of England offered early assistance, and at that time took out the entire shortage, buying £714m bills outright in bands 2 and 3 at unchanged rates. Dealers suggested that many houses had already run down their stock of bills and the authorities were probably happy to buy enough eligible paper in these bands to absorb the full shortage with recourse to band 4 bills.

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